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Monday May 12 1975

JOHNSON'S

Drummond's
Freedom
Suitings

...for the patterns of success

NEWS SUMMARY

GENERAL

Pathet Lao in virtual control

BUSINESS

Industry chiefs in favour of staying in

COMMON MARKET membership is overwhelmingly supported by leading British businessmen according to a survey conducted by the Institute of Directors' magazine. Of the 61 questioned, 53 felt their businesses would suffer if Britain withdrew.

However, Mr. Anthony Wedgwood Benn, Industry Secretary, told miners at Barnsley that continued membership would mean steel industry redundancies. Mr. Peter Shore, Trade Secretary, put the annual EEC membership cost at £500m. Page 6

BRITISH LEYLAND may have to axe 35,000 jobs under the terms of the Ryder Committee recommendations. Mr. Michael Heseltine, Tory spokesman on industry, warned yesterday.

Thousands of people are leaving the country. Flights are reported booked for more than a week and boats are carrying many across the Mekong River into Thailand.

The Communists also announced yesterday that neutralist troops guarding the key town of Vangvieng, North of Vientiane, had allied themselves to the Pathet Lao.

On the fence

South Vietnam will not take sides in the Sino-Soviet dispute, said General Tran Van Tra, president of the Military Management Committee now controlling the country, in a Press conference.

In California, former South Vietnamese Vice President Nguyen Can Ky said he would like "to organise a sort of 'kibbutz' with a few thousand refugee families in the U.S." Page 4

Ulster rules group meets

The 12-man all-party committee of the Northern Ireland Convention meets to-day for the first time to establish operating rules for the convention. Loyalists dominate the committee by seven to five.

Meanwhile, the bitter feud between Loyalist paramilitary groups continues. Leaders of the UDA and UVF said attempts to reach a peace pact had failed. Page 31

Security alert for Hussein

Troops and armed police set up road blocks and searched cars on Heathrow Airport's perimeter road yesterday when King Hussein of Jordan arrived in London on a private visit. Page 5

Cypriot lawyers prepare ground

Greek and Turkish Cypriot legal experts meet at the Leda Hotel in Nicosia to-day to start drawing up proposals for the powers and functions of a future central government for Cyprus. Page 4

No Alitalia flights

Alitalia yesterday cancelled its flights between London and Rome after a lightning strike by ground staff at the Italian airport. Page 4

Mozambique aid

Rhodesia faces further isolation following a British agreement to provide aid to Mozambique, some of which will be compensation for the expected imposition of sanctions. Page 4

Labour

NATIONAL UNION of Bank Employees' 15 per cent pay deal for 17,000 staff of Scottish Clearing Banks is unlikely to attract criticism as it comes eight months after the last increase. Page 5

Dugdale fears

A major review of security may be ordered in the Irish Republic following a violent action of some NCA print workers pressing a pay claim. Page 4

Companies

HAMBROS, the merchant bank whose shares have weakened, plans to comment next month on the situation concerning loans to the troubled oil tanker industry. Page 2

British Rollmakers

Corporation chairman, Mr. D. F. Dowd, expects pre-tax profit this year to rise from 1974's £1.83m. Page 24

AGA, the Swedish industrial gas, welding and electronics concern with 200 factories in 19 countries, expects a 10 per cent growth this year in 1975 earnings. Page 22

Guardian Royal Exchange

Assurance chairman, Mr. J. E. Collins, expects some better results for 1975. Page 26

Frances (SP) leads R. Taylor

3. (Cram). Page 4

Police have accepted an offer by an American lawyer, Mr. Simon Alexander, to help catch

the Cambridge rapist. Page 26

ESTEL, the Dutch-German steel concern, suffered a net profit decline in the first quarter to £12.27m. (£14.95m. against £15.75m. in the first 1974

quarter). Worse results are

expected for the second quarter. Page 27

PM moves to restore confidence • Proposal for pre-Budget planning talks

Wilson warning to dissident Ministers

By RICHARD EVANS, Lobby Correspondent

IN A REASSERMENT of his necessary, Mr. Wilson explained to the Prime Minister yesterday that after the EEC referendum on June 5 they would have to accept majority Cabinet opinion on all subjects or face dismissal.

His threat, made in lengthy interviews on radio and television, was part of an attempt to damp down the growing conflicts within the Labour Party and to restore international confidence in sterling and the management of the economy.

In a gesture to the critics of the Government's economic policies in general and the performance of the social contract in particular, Mr. Wilson offered both sides of industry the prospect of a pre-Budget planning conference which would try to decide how the national income should be spent each year.

The Prime Minister described the proposal, which took many of his colleagues by surprise, as "not a replacement, but an expansion" of the social contract.

The purpose would be for the Government, the employers, trade unions and other useful people, to reach a consensus on what was left for wages, profits and capital gains after spending on defence, the social services and other essential Government services.

A decision would have to be made on whether a vital social service was going to have to be reduced or whether restraint on incomes would make this un-

necessary. Mr. Wilson explained to the Prime Minister: "We shall do whatever is necessary."

No further details about the import controls - a solution favoured by Labour's Left-wing

but Ministers were actively examining controls in such cases as textiles and clothing, where it could be proved that foreign imports were heavily subsidised.

Chrysler: Mr. Wilson "utterly deplored" the union decision to strike. He was horrified to feel that the company's proposals for participation had been rejected without being examined. He disclosed he had talked to the head of Chrysler International and Chrysler Europe and had received certain assurances on employment.

"But I believe that the assurances I got can only be real if people can agree a reasonable proposition with the Chrysler management, and that is why I utterly deplore what is going on."

Mr. Len Murray, general secretary of the TUC, thought there was a lot of sense in the Government, unions and employers trying to reach a common view. But he added that further reactions would depend on the form of the proposal and "on the willingness of the CBI to change some of their doctrinaire attitudes."

Other major points made by the Prime Minister in his two interviews immediately after his return from the Commonwealth Premiers' conference in Jamaica and talks with President Ford in Washington, were:

Coalition government was rejected absolutely by Mr. Wilson. In his view, would lead to "drift, lack of determination, in-

particular, had improved He would have none of it and markedly since the beginning of the year. On the prospects for

The decision of Mr. Wilson to

Confined on Back Page

Extracts from interview Page 30

THE DEEPENING difficulties of sterling will overshadow the cline on the U.K.'s already

meeting of Central Bank Governors which begins in Basle is almost certain to come up to-morrow, at a moment when at WPS.

Meanwhile, apart from gold and IMF quotas the Group of Ten will also consider present

involvement of the pound. French

franc and also the D-Mark and the Swiss franc.

Anxiety was rife in world ex-

change markets, culminating with a 3-cent fall against the dollar on Friday in New York, and sterling's weighted depreciation

from the 1971 Smithsonian parities had reached a record 24.4 per cent.

By the end of last week the exchange rate problems and inevitability of sterling.

The 'snake'

Indeed, the further weakening of the pound, coupled with France's decision on Friday to put the franc back into the EEC currency margin agreement, Ten will also consider present

involvement of the pound. French

franc and also the D-Mark and the Swiss franc.

With the franc once again in the "snake," the pound would be more exposed than ever in the floating camp alongside a distinctly wobbly dollar.

For France, the move is also an important step towards creating a solid European identity and to provide as French officials have it, a "focus point of stability" in a troubled monetary world.

The hope in Paris is that matters can be completed by the end of this month. The Bank of England team at the regular monthly talks at the Bank of International Settlements will be able to explain just how far and how fast the Labour Government intends to let the Ministers.

European Central Banks are deeply concerned that its problems could spill over to the dollar which has for varying reasons itself been weak recently and lead to a wholesale foreign exchange crisis.

There are also somewhat euphoric suggestions here that Italy, whose external accounts have staged a remarkable recovery since the turn of the year could return to the joint float too.

Nonetheless, the lira would have to be substantially devalued from its former parity against the strong European currencies - unlike the franc, which is already more or less within the margins it abandoned in January 1974.

For the Swiss franc, which is also a candidate for associate membership of the snake, the picture is more complicated.

Discussions will almost certainly continue in Basle but this weekend French Finance Minister Jean Pierre Foucault described them as very difficult, a reference to the constant fear that the powerful Swiss franc will in times of unrest drag other participating currencies to unrealistic levels, damaging exports and defensible only at the cost of a drain on reserves.

Graphs of main currency movements, Back Page

Crucial meetings to-day on Chrysler and Dunlop disputes

BY PETER CARTWRIGHT, MIDLANDS CORRESPONDENT

TWO CRUCIAL meetings to-day to give the company notice of ward a plan for profit-sharing and worker participation.

That was before management came forward to make an unquantified offer by May 23 provided there was an immediate return to work. This will probably fail to placate the

stewards, who seem solidly behind the demand for a promise from management of £8 a week from July 1, with immediate facilities to negotiate towards £15.

The argument of the negotiators that the workers must have a cash offer now to help restore comparability and what has been eroded by inflation, is unlikely to be challenged, particularly as representatives of another 4,000 at the associated Avenger car plant have also put in the roughly equivalent demand.

The Stoke engine and transmission factory provides components for Linwood, the Scottish operation where Imps and Hunters are made, besides the commercial vehicle factory at Dunstable. A strike could affect 6,000 Chrysler workers and will inevitably

be called off. When the Chrysler workers decided to support a strike and win adherence from a mass meeting later in the week would only confirm the company's need for the £55m. loan it is seeking from Finance

for Industry and the application for an additional Government contract.

In an effort to head off a strike, Chrysler hurriedly brought for-

Dunlop engineering strike being called off to-day. While the offer of £7.88 for men and £6.25 for

the stewards. Mr. Bob Morris, General Workers' Union chief shop steward, has called it

irrelevant to the pay dispute. He was also critical of the remarks made by the Prime Minister.

He has so far made the production in all five divisions of the plant, which makes key components for the aircraft, motor and general engineering industries, including most of the car wheels. Except for Austin Morris, which relies exclusively on Dunlop for rubber suspensions, no other customer seems yet to have been affected.

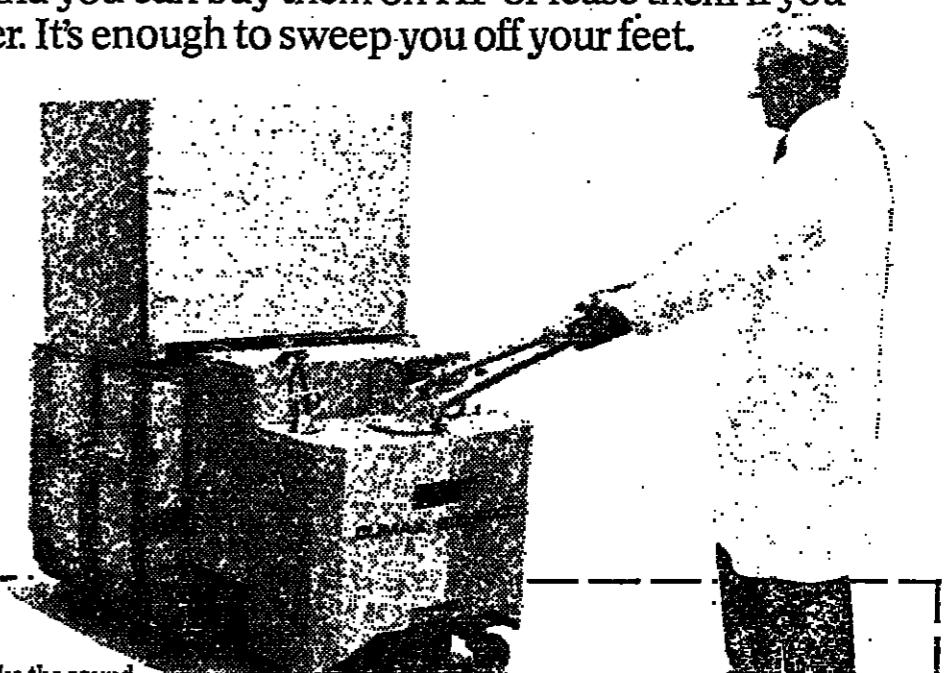
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Unions welcome Budget planning

BY ROY ROGERS, LABOUR CORRESPONDENT

TRADE UNION leaders, who in general yesterday welcomed the Prime Minister's proposal for pre-Budget planning conferences involving all interested parties.

They will discuss it at a meeting this week of the TUC Economic Committee which is due to begin the delicate process of reviewing the social contract guidelines.

Mr. Len Murray, TUC general secretary, commented last night that there was a "lot of sense" in Mr. Wilson's idea - hardly surprising since it resembles the "collective bargaining" on

Budgets sought by the TUC at last month's meeting of the TUC Labour Party Liaison Committee.

Mr. Murray, who has been a leading member of the TUC Economic Committee, has already made several unsuccessful attempts to put some teeth into the social contract, urged

unions to accept that the days of the high special case wage deals are over and to settle within the TUC's guidelines.

With rail and steel industry unions currently demanding 30 per cent wage increases when strict adherence to the social contract guidelines should mean rises of about 20 per cent, Mr. Murray's remarks were seen as a call on members of the TUC's key Economic Committee to throw their weight behind the contract at this week's meeting.

Several moderate committee members are expected to urge the adoption of clearer guidelines that would be easier to enforce. The meeting will be the start of a major review of the TUC and Mr. Denis Healey, the Chancellor of the Exchequer, who has issued repeated warnings to the unions that he will be forced to introduce an even harsher Budget, including heavier taxation if the current level of wage claims and settlements is not reduced.

Last night Mr. David Basnett, general secretary of the General and Municipal Workers' Union, told the TUC Economic Committee, that the social contract as "central to our (the TUC's)

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economic strategy. There is nothing that can replace it."

Welcoming Mr. Wilson's economic planning proposals, Mr. Basnett spoke of the need for a long-term view on the management of the economy, with short term reviews. This, he felt, would be more effective than the Chancellor for "pulling rabbits out of hats once or twice a year."

A major role for financial power

BY C. GORDON TETHER

THERE are a number of things about the way in which the referendum battle is being conducted that you can be sure the historians of the future will find quite inexplicable.

For most among them is the fact that we are actually showing ourselves prepared to tolerate a situation wherein a decision of epoch-making significance is going to be largely determined by the ability of one side to mobilise far greater financial resources for the all-important propaganda assault than the other. For it would be difficult to imagine anything that could constitute a more flagrant affront to the democratic principles we are all supposed to hold so dear.

One of the first things to which the electoral reformers of earlier times turned their attention was the use of bribes or coercion to win the votes that lead to political power. If you think that all this kind of thing has long since been left behind, you should take a careful look at the part that disparities in financial power and influence are playing in the referendum struggle.

Money to finance publicity for promoting your cause is capable of performing exactly the same function in a present-day context as the use of privilege for bribing or coercing voters did in earlier times. If you command greater financial resources than those opposed to you, it is as certain as it is that night follows day that other things being equal — you will have a much better chance of emerging victorious than they will.

In acute form

And this is precisely what the position is — in extremely acute form as it happens — in relation to the two sides involved in the Common Market referendum. The anti-Marketeers, on the one hand, have to make do on the £125,000 pittance of a grant made available to them by the Government, supplemented by such sums as they can collect by passing the hat round among the ordinary people who constitute the great bulk of their army. The pro-Marketeers, by contrast, can count on access to the ample coffers of a financial and industrial community which clearly believes that continued British membership of the Community is so good for business that it is worth laying out a good deal of money to make sure of it.

The balance, which could itself well be of the order of one to 15 or more, is further compounded by the fact that the pro-Market forces can count on the

THE WEEK IN THE COURTS

BY JUSTINIAN

THOSE WHO are prominent in the entertainment business and have high earnings not unnaturally become entangled with the tax authorities. So much so that they figure disproportionately among the few who take their tiffs with the Revenue through the gamut of the courts.

The latest celebrity to take to the legal stage is Mr. Trevor Howard, whose appeal to the House of Lords rang down the curtain on a performance that left the Revenue the victor.

The story started in 1959 with a magical transformation scene. A company called Seesepel was formed to receive Mr. Howard's earnings as an actor. The good fairies in attendance who bestowed fiscal favours on him were well aware that the "once-in-a-thousand-years" variety — to determine nothing less than whether Britain survives as an independent nation or sinks its identity in a European hegemony.

A question

We have stringent rules for making sure that money power does not sway the outcome of general elections — where the choice the public is making is of diminutive significance by comparison with that about to be taken in relation to our European future. What possible justification can there be for allowing this principle to be wantonly swept aside just because in this case the public will be making its feelings known through a referendum?

What will the present generation of voters reply when their children and grandchildren are chafing, perhaps, against the restrictions imposed on their liberties by confinement within a European super-State — demand to know the answer to the following highly pertinent question? How was it that a people which had long proclaimed, by word and deed, its determination never to be slaves allowed the superior financial fire-power of the pro-Market army to nudge it over the European threshold?

Yet, beyond a few moans from anti-Marketeers leaders who are suffering the acute frustration of knowing that they cannot hope to get their message across in the way their opponents can while they are so hopelessly out-classed in the financial backing sense, there has been no complaint about this state of affairs. Certainly nothing in the nature of the national outcry that such a scandal clearly calls for.

For, make no mistake, what we have here is nothing less than another manifestation of a "reverse Magna Carta" — with the barons this time identifying themselves with a "code of conduct" that shows a sad disregard for the basic rules of democracy.

The transactions involving Mr. Howard did not come into the limelight of the theatre of the Inland Revenue until 1967. In that year, the Inland Revenue commissioners raised the curtain by notifying him that they had reason to believe that the provisions of Section 28 might apply to his transactions. Mr. Howard then tried to upset the all the transactions occurred before April 5, 1960 so that the nefarious section did not apply.

The Commissioners refused to budge, and took the next step in the statutory ballistic ritual, issuing a certificate that they saw reason to take further action in the matter. They sent the certificate to a special tribunal and the tribunal, he found, was valid.

The tribunal also received from the Commissioners a counter-statement giving the reasons why the Commissioners thought that Section 28 applied. From Mr. Howard the tribunal received a statutory declaration

stating that the section did not apply, and indicating the facts and circumstances which led to that conclusion.

The task of the tribunal was to decide whether there was a prima facie case for proceeding against Mr. Howard in the matter. How did the tribunal decide this issue?

Did it hear oral evidence? No. Was anyone questioned or cross-examined? No. Did any exchange of arguments on the evidence take place before it? No. Did its members ever discuss the matter with one another? No. Did Mr. Howard ever ask Mr. Howard for his or his advisers' comments on the Inland Revenue Commissioners' counter-statement? No. What then did the tribunal do by way of arriving at its decision?

Copies of the documents were sent to all five members of the tribunal, including the chairman. On March 11, 1969, two of the members sent a reply to the chairman and on March 17 a third member sent his reply. All three replied stating that there was a prima facie case for proceeding against Mr. Howard.

The chairman received no reply from the fourth member, who had in fact been to South Africa and had arrived back in England no earlier than March 17. The chairman did not wait for any reply from the fourth member, but on March 25 came to the same conclusion as had been reached previously by the other three members of the tribunal.

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Breezeblock Park

by MICHAEL COVENEY

After the success of *John, George, Paul, Ringo* and *Bert*, Liverpool playwright Willy Russell has returned to base with a grim comedy of lower-middle-class lifestyles. The model is early, and surprisingly, Alan Yekhoun for the play springs from the domestic tensions and cruelty committed between three interrelated married couples brought together for seasonal purposes. The action takes place on two consecutive days of the Christmas holiday period: the first act is set in the flat of Betty and Syd and their refractory, 10-year-old daughter, Sandra. They are visited by Betty's younger brother, Tommy, and his bird-ravaged wife, Vera; and by Betty's sister, Reenie, who arrives with Ted, her blazered fathead of a husband and John, her unamused, spiritually defeated son. Act 2 is set in the almost identical flat of Ted and Reenie, both places have a living room dominated by the television, a torpid little plastic Christmas tree, a dozen of greetings cards spread round the wall, one of those cheap Blue Lady paintings and a three-piece suite. The two sisters relate to each other only in an endless game of materialistic one-upmanship. Reenie spends the whole of Act 1, virtually in her cheap fur coat by way of a reminder that she herself has recently had central heating installed. The children are dismissed only to make comparative use of the stirrer does.

Oxford Town Hall

Michel Béroff by DOMINIC GILL

The thirteenth English Bach Festival drew to its close in Oxford on Friday night, before three final weekend concerts of Bach, with a splendid Ravel recital given by the young French pianist Michel Béroff.

Splendid, but also uneven. The technique was never less than glittering—the most complex of textures sang out unfailingly with the surety of a son. Michel Béroff was effortlessly cleared. Ravel in the earlier part of his recital, certainly—a long and taxing programme which included all of the major keyboard works—there was the same surface brilliance, attractive and exciting in itself, but much less of the same urgency and commitment. The five Miroirs were each—beautifully made, but curiously dull in spirit—in some odd way they all sounded rather

the same. One didn't doubt that Béroff loves Alborado: but did his playing really convince us so? The *Valses nobles et sentimentales* were put together with the barest hint of casualness and consequence that spoilt an otherwise stylish reading: music so drenched in sun and grand sentiment withers at the least breath of the draughty academic corridor.

It was, all the same, a substantial achievement—not least Béroff's exceptionally sensitive management of the difficult bathroom acoustic of the hall. He may have missed some of the dying cadences, dying perfumes of *Tombées de Couperin*: but he caught the measure of its movement, its elegance and clarity, and not a few of its sudden tender moments superbly well.

Lotus Road Stadium

Yes by ANTHONY THORNCROFT

Yes seems destined to be one of the handful of contemporary groups whose music will survive to be discussed and enjoyed by a few connoisseurs in a generation's time. It is defiantly rock but has a serious, uncompromising substance which isolates it from popular music in its degraded Radio One sense. With the instruments jangling against each other as they score, judging by their performance at

the Queen's Park Rangers football ground on Saturday.

There is a greater willingness to attack the music and the fans.

Unfortunately the very precision and musical ambition of the members of Yes rarely lends itself to exciting visual performances. They tend to stand back from their enraptured audiences. But this is changing, as they score, judging by their performance at

the atmosphere. Football grounds seem ideal venues for the big pop events, and QPR was

The Entertainment Guide is on Page 9

generously full with a very well behaved audience—perhaps the easiest answer to football hooliganism is to ban football and use music to defuse any social tensions.

Yet there was something missing from the occasion. Perhaps it was the safeness of the acts—Seals and Crofts, who appeared earlier, are the arch-proponents of "soforic" rock; perhaps it was the basic lack of progress in the music of Yes. But watching all those thousands, listening to sounds that are nearly five years old in clothes that seem frozen into a deadening denim, there was a tedious feeling of déjà vu. Contemporary music, and its supporters, seem to be waiting with impatience, and in deference to the recent past, for something which is not quite there. It is probably the future.

Sheffield Crucible

The Bomb in Brewery Street

by MICHAEL COVENEY

Playwright and journalist Keith Dehurst visited Belfast in the Autumn of 1971 when the British Army were hoping to defeat the Provisional IRA by the following Spring. His play is a coolly written, impressionistic account of how the Army conducted itself at that time. It is not scandalous or righteous, or even opinionated in any political or sociological sense. I do not consider this to be a particular virtue of the play, but I respect Mr. Dehurst's desire to record, in the theatre, the unusual and difficult circumstances endured by British soldiers in a civilian situation.

The play is written in eight scenes which, while not exactly interchangeable, are certainly linked with a bare minimum of narrative development. A bomb explodes in B-Platoon's Ops Room in Brewery Street and the soldiers, in addition to discharging their daily duties, are thereafter on the tall of an

elusive terrorist. We see them relaxing in an improvised barrack room; raiding a Catholic home as a result of a tip-off only to discover that their suspect is a harmless, deaf old man and a tray has been sprung; bringing physical solace to a randy mother and an impressionable daughter on a Protestant estate in the Donegal Road; exchanging witty comments with a pleasant Catholic priest over the bandaged body of a little girl in hospital.

It is all managed with dignity—the dialogue is never less than truthful and entertaining, as you would expect from a writer whose list of television credits stretches from the very first, memorable episodes of *Z-Cars*.

But the exercise is low on theatrical protein. Perhaps, after all, the play really does belong to the small screen, a judgment not in any way diminished by the excellence of David Leland's production. I especially admired

the touching, beautifully weighted scene between a disraught parent (Doreen Mantle) waiting for news of her daughter, and a pacing, nonchalant soldier, Harry Towb, a breezy, likeable priest, John Saltouse, a vigorously chirpy young private and Aideen O'Kelly, a deliciously lusty Protestant.

Wedgwood exhibition in Nottingham

The Felix Joseph Collection of Wedgwood, one of the most important in Europe, will be on view in the Castle Museum, Nottingham, as part of the Nottingham Festival. The collection, containing over 1,000 pieces, chiefly of jasperware, was given to the Castle in 1878 when it first opened as a municipal museum, but it has not often been shown in its entirety.

Covent Garden

Hermann Prey

by ELIZABETH FORBES

Anthony Crichton
Norman Bailey and Danica Mastilovic

Covent Garden

Elektra

by ELIZABETH FORBES

It is an ill wind that blows the pit, never sounds thick or nobody good. If Covent Garden had not been forced by the economic situation to postpone the third instalment of the 1973 revival, we should not have been able to enjoy Friday night's year; she sings the arduous role of Electra with no sign of strain, using As it was, several of the artists engaged for Siegfried strengthened the cast, Brunnhilde becoming Chrysothemis, the Wanderer turning into Orestes, and Mme. transforming himself (with the aid of the Tarnhelm!) into Agasthus.

Isabel Lambert's claustrophobic set (vintage 1953) for the courtyard of the palace at release of feelings hitherto rigidly suppressed. In view of the "mystery" of Mozart's apparent failure to complete it, and by his confession of "moral obligation" to write a Mass after marriage. The public will not bother overmuch about the incongruity of some elements in what was completed—the elaborate and sometimes playfully operatic writing for the solo sopranos consorting uneasily with the Handelian and Bachian grandeur of some of the choral music.

James Levine and the London

Symphony Orchestra and Chorus quite recaptures the thrill of one's first bearing of it. The first soprano was Christiane Eda-Pierre, her voice scale reading with little room for romantic surmise about as soft-grained and pearly as ever. She did not prove herself a 100 per cent Mozart stylist but she had the valuable

large and lusty, producing an imposing block of tone in "Qui tollis" and massive energy in "Cum sancto spiritu" fugue, whose preludial roulard "Jesu Christe" was a noble sound. It was surely no need to be impressed by the singing but snatched some of her high notes in the "Domine Deus" duet too impulsively. Robert Tear and Gwynne Howell completed the quartet.

The Mass was paired with Stravinsky's "Symphony of Psalms." The size of the chorus told against it not so much in loud singing as in soft, very feeble counterpoints obtain soft singing from a big choir like the "Cum sancto spiritu" fugue, whose preludial roulard "Jesu Christe" was a noble sound. It was a reading more concerned with discipline and breadth of effect than with fine shading—perhaps the greatest mystery about this Mass is that one never

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OVERSEAS NEWS

Correspondents' stories from Saigon have been taking up to two days to reach the outside world and have been routed via Hanoi. This is Stewart Dalby's latest report.

Law and orders

GENERAL Tran Van Tra, president of the Military Management from a few revolutionaries Committee which is now running could return. "It saddens us to think of Vietnamese people living unhappy lives in foreign countries," General Tra said.

Also this weekend the Military Management Committee is making moves to register all foreign nationals in the country.

Most of the foreigners left in South Vietnam are journalists, although there are others including social workers and stray Americans who were involved in businesses here and who failed to leave on the evacuation. Besides these, there are numerous Frenchmen here for reasons known only to themselves. At his Press conference General Tra went to great lengths to assure the foreign Press that their problems will be sorted out.

Tran said the foreign relations section of the management committee would look into the matter of how television journalists and photographers are going to get their film out of the country. The general also hinted that it might be possible for journalists who want to leave South Vietnam soon to do so. The route may be via Hanoi as the control tower at Saigon's Ton San Nhut airport was damaged in fighting and foreign airlines may be loathe to fly in even if allowed.

There is rising optimism there will soon be some means of getting out because of the very impressive dispatch with which the management committee has tackled the mountain of problems which confronted it. In only a week, the committee has got Saigon at least almost totally back to normal.

Discipline

There has not been one report come to light of looting, raping, stealing, or for that matter drunkenness. The discipline of the Communist troops is extraordinary. Many of the soldiers now appear to have moved outside the city, although little groups from outside are brought on trucks for sightseeing tours.

In the not too distant future there could be a food problem. Although there is no immediate shortage the committee might find it difficult to feed both the population of South Vietnam and its own army. South Vietnam is nearly self sufficient in rice, but a great deal of other foodstuff as well as luxury items were imported with American aid money.

Reuter reports from Saigon that the new rulers of South Vietnam have decided to keep the country's piastre currency. There was some confusion in the first few days after the capture of Saigon when the victorious troops used the North Vietnamese dong currency.

Marketing Hydraulics in the EEC

How to increase market penetration

A one day Conference organised by the Mechanical Engineering EDC in association with the Association of Hydraulic Equipment Manufacturers.

Tuesday 20th May 1975
National Economic Development Office, Millbank Tower, Millbank, London, SW1P 4QX

A vital conference for all those involved in the UK Hydraulics industry.

A report from the Mechanical Engineering EDC 'HYDRAULIC EQUIPMENT IN THE EEC—IMPLICATIONS FOR THE UK INDUSTRY' (available from NEDO books price £25) has a clear message for the UK hydraulics industry.

Now is the time to ensure a firm foothold in the EEC market for hydraulic equipment. Delay at this stage will make later entry to this market far more difficult.

For success in the EEC nothing short of a major marketing campaign by UK firms will do. This should result from learning the lesson and developing the methods of UK firms already successful in this area.

Future expansion depends on maximising sales volume per product and other economies of scale. For the UK industry this means structural change is needed.

To help get the message over to the industry the Mechanical Engineering EDC is promoting a conference which it is hoped will be a mini-forum for the industry.

Our aim is to bring together senior executives with involvement in hydraulics and to provide them with an opportunity to get together with their colleagues to discuss the way they react to the report's recommendations and how its proposals can be effected.

The format will be designed to allow the fullest possible participation of the industry representatives in the audience.

A panel of distinguished speakers including the Director General of the NEDO, Sir Ronald McIntosh, will initiate and contribute to the discussion on the topics in the programme.

PROGRAMME

Session 1. Chairman's opening remarks

Opening address by Sir Ronald McIntosh, Director General of the National Economic Development Office

Coffee

Session 2. The EEC challenge for the UK hydraulics industry. Followed by discussion. It is hoped the session will revolve around the possibilities of reorganising the industry.

Session 3. Hydraulics industry European markets.

Session 4. Marketing in the UK hydraulics industry. Followed by discussion.

REGISTRATION FORM (Please use BLOCK CAPITALS)

Please register the following details from this company to attend the conference Marketing Hydraulics in the EEC.

Date: 20th May 1975 at the National Economic Development Office, Millbank Tower, Millbank, London SW1P 4QX

Fee: £12 per delegate which includes morning tea, a buffet lunch and afternoon tea.

Name _____ Position _____

Organisation _____

Address _____

FT12/5

Confirmation will be sent to this address unless otherwise stated.

I enclose cheque value £_____ made payable to the National Economic Development Office

Please post this completed registration form with remittance to Room 1537

National Economic Development Office

Millbank Tower, Millbank, London SW1P 4QX

JAPAN'S SPRING WAGE OFFENSIVE DRAWS TO CLOSE Public sector rise is a 10-year low

BY CHARLES SMITH, FAR EAST EDITOR

WORKERS OF the Japanese National Railways and other state-owned utilities accepted their latest pay rise for 1975 yesterday Saturday, at the end of a four-day general transport strike.

The rise averages 14.17 per cent. (17,203 yen) for the public sector as a whole, with the railway unions settling for 13.51 per cent. and telephone workers getting a marginally more attractive 14.84 per cent. No public sector union has managed to extract a pay rise exceeding 15 per cent, the unofficial ceiling set by Japanese employers.

The public sector settlement on Saturday did not mark the close of the 1975 wage offensive since private railways have yet to reach agreement with their unions. A further private railway strike is scheduled for Tuesday in the event of failure to reach a settlement tomorrow. But

there appears absolutely no risk that the private railway employers will be pressured into giving away much more than the national railways have already done. The low award is being held as a victory for the Government's campaign against the "spring offensive" and of excessive restraint in this year's wage offensive.

The 1975 wage award contrasts with an average rise of 29.2 per cent. won by the public sector in last year's record-breaking spring wage settlement. The

Government's campaign against the "spring offensive" and of excessive restraint in this year's wage offensive.

Although the Government and

employers and their unions have a compromise award of Y15,000 (about £14 per cent) was rejected by the telephone workers.

That award of up to 17 per cent. would have been regarded as "safe" from the point of view of the official anti-inflation campaign. Independent observers (and some people within the economy) believe that awards would work out somewhere between 20 and 25 per cent. before the wage bargaining actually started.

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HOME NEWS

JULY 1975

Judge decides to-morrow on use of 'champagne'

BY KENNETH GODDING

STAIN'S drinks industry will "champagne" it out to-morrow if the word with any drink not being a wine "champagne" can continue to be produced in the Champagne region. Babysham and Bulmer's have applied to any sparkling district of France. They also sought a declaration served exclusively for wine that the use of the word "champagne" in the Champagne area of France is "champagne". The word "champagne" is contrary to Justice Whitford will be European Community law. If the judgment is against the High Court case between the British companies it could affect the U.K. companies' U.K. law. But have far-reaching effects. The world's biggest cider companies would be in some "champagne" houses. The doubt whether they can pack champagne business which is part of the Allied Breweries and two cider houses. Bolling labels and advertising could be Lanson Père et Fils, representing the whole of the champagne trade. Company illustrations of the flat

'Pay up' appeal to Healey

Mr Denis Healey, the Chancellor, was urged yesterday to repay stock at its face value to pensioners who invested in Government stock at a time of nationalised industries after World War I. Age Concern said that because the Government had taken date for repayment of the stock, the only way its capital value could be realised was to sell it on the stock market, where for every £100 invested the holder now gets only about £25 back.

Mr David Hobson, director of Age Concern, said in an open letter to Mr Healey: "We believe that, at the very least, the Government should make the low income from these stocks tax free to those long-term holders who are over pensionable age.

"We would still, however, like to see repayment at par to long-term pensioner holders as soon as possible."

Security is stepped up for Hussein's arrival

FINANCIAL TIMES REPORTER

ONE OF the biggest security operations to have been mounted at Heathrow airport went into action when King Hussein of Jordan arrived yesterday on a private visit. Road blocks were set up along the airport's perimeter road, where armed police and troops stopped and searched cars at the entrance from the airfield along armoured cars and police patrols the roads in aircraft and through a side entrance. His waiting car, the King's, was seen to leave the terminal buildings. For some time, immigration and a bodyguard in the front offices at airports and ferry passenger port, the King took the terminals have been on the alert, wheel and drove himself into a possible assassination squad London.

ATV plans new crime series

BY ARTHUR SANDLES

Associated Television is launching a new crime series. It will be a drama production of television series to rival the American Kojak and McMillan productions. However, UK sales of traditional television material now rival those shown on a theoretical of the U.S. and should overtake the Interpol department operating American exports in the world throughout Europe.

Britain spends more on health

BRITAIN SPENT a slightly higher portion of its gross national product on the National Health Service last year than in 1973, according to figures released today by the Office of Health Economics.

Expenditure was £3.143m.—4.97 per cent of the GNP—compared with 4.89 per cent in 1973. In 1972, the percentage was 5.07. The office says: "Since the 1950s there has been a steady rise in the hospitals' share of NHS resources. This is despite a continuing and growing awareness of the need to diversify resources from hospital-based to community-based care."

"There is only slight evidence in the latest Government expenditure projections that the trend in hospital demand for NHS financial resources will be significantly reversed in the next four years."

Warning on Third World textiles

By Rhys David

THE SHIFT in clothing production to the developing countries could result in the greater part of the British industry being eliminated, an expert in world clothing production told a conference in London at the week.

Professor Anthony Bottomley, of Bradford University, claimed that lack of land on which to grow food would oblige developing countries to turn increasingly to textiles, in particular clothing.

He said: "The public mind with champagne as a means of obtaining foreign exchange to pay for imports.

Professor Bottomley, who is making proposals on behalf of the United Nations for a study of the employment impact in different parts of the world of such a shift in clothing production, said that the trend could be countered only by increased protection in the developed countries—by staying far ahead in quality and design or by making the industry much more capital intensive.

His remarks, to the Federation of Clothing Designers and Executives, come at a time when the Government is already studying proposals put before it by the Clothing Economic Development Committee for assistance to the U.K. clothing industry to enable it to rationalise its structure and to modernise its processes.

The proposals have been before the Government for some time and in a Commons reply last week Mr. Michael Meacher, Under-Secretary of State at the Department of Industry, said that a response could be expected soon.

This may lead to the setting up under the Industry Act (1971) of a scheme for clothing similar to the scheme already operating for wool textiles.

Professor Bottomley said that the recently signed Lomé convention agreement allowing tariff and quota-free imports into the EEC from 46 developing countries was a portent of the trend towards more export production in the Third World.

"The British voter will increasingly be presented with a choice between providing work in labour-intensive industries like clothing for the people of Bangladesh whom he rightly sees starving to death on his television screen, and preserving the traditional industries of Lancashire and Yorkshire.

"If he opts for preserving the British industry, he will also be asked to pay a higher world price for his clothing."

ACTORS and actresses were given a grim warning yesterday that their union, Equity, could be on the way to financial collapse.

The union was more than £42,000 in the red—losing £15 a day, said Mr. Milton Johns, its treasurer.

He told 700 actors and actresses at Equity's annual meeting that if the drain on the union's money carried on at that rate it would soon be on the brink of financial collapse.

The stand maintains the union's approach to the social contract on which its delegates abstained when it was approved by TUC Congress in September.

Strongly-worded motions calling for outright opposition to the contract were not put to the vote at the union's annual conference in Bournemouth on the advice of Mr. Jenkins. They were referred back to the executive, which will decide what is necessary and within reach.

Mr. Jenkins told more than 900 delegates: "This debate is not about the social contract. It is about wage restraint, whether it is about voluntary or by pressure or by the threat of statutory wage restraint."

LABOUR NEWS

NUBE 15% Scottish deal will upset Government

BY ROY ROGERS, LABOUR CORRESPONDENT

15 PER CENT pay deal is outvoted by the joint action of the June figure before negotiations of the clearing members of the clearing banks staff associations in

England, hopes that the Scottish deal will put pressure on the English banks to improve their 20 per cent offer made last week.

NUBE and the staff associations need to arrive at a conclusion by the end of the month.

This is not because of the size of the Scottish deal, but because it came just after the English Price Index shown in the April

month, plus a fifth of that total to give an estimated 20-21 per cent. Retail Price Index rise to the end of June, when their pay increase is due.

The offer is almost certain to be rejected, however, to the grounds that it will not keep up with the 24-25 per cent rise anticipated by the end of June.

The staff representatives and the banks will either have to agree in subsequent talks to a likely Retail Price Index level at June or decide to await publi-

Pay dispute stops two Sunday newspapers

By Our Labour Correspondent

THE BIRMINGHAM Sunday Mercury and the Newcastle Sunday Sun yesterday joined the growing list of provincial newspapers not published because of the pay dispute involving members of the National Graphical Association and SLADE (the process workers).

Neither newspapers—the two largest English Sunday's printed outside Fleet Street—appeared because of industrial action by NGA members. Other casualties have included the Yorkshire Evening Post, which has dismissed 50 NGA members, and the Coventry Evening Telegraph.

The dispute also covers the printing industry, where 1,000 NGA members have either been sacked or face dismissal for applying sanctions.

The NGA and SLADE are threatening to step up their sanctions in protest at an offer described by the employers—the British Printing Industries Federation and the Newspaper Society—as being worth 32 per cent on basic rates set under the last agreement a year ago.

The dispute has all the signs of developing into a bitter confrontation with the unions intensifying their action and the employers countering with their hard line on dismissals.

Mr. Norman Walker, head of industrial relations for the Newspaper Society, said at the weekend: "We are absolutely adamant—there is not another penny to be paid. It is the end of the line."

Back to work for 4,000

By Our Merseyside Correspondent

NORMAL production is expected to resume to-day at the GEC English Electric domestic appliances factory on the East Lancashire Road, Liverpool, when 4,000 workers returned after a one-day token strike.

The men, members of six unions, came out on Friday in support of the 250 members of the technical supervisory section of the Amalgamated Union of Engineering Workers, who are on official strike after the dismissal of a senior shop steward for alleged industrial misconduct.

Equity 'on financial brink'

DELEGATES representing the Association of Scientific, Technical and Managerial Staffs yesterday drew back from declaring themselves against the social contract.

There could be no "trade-off" of pay restraint in return for socially desirable measures which had existed in other European countries for 30 years.

"There is no trade-off and we are against voluntary or enforced wage controls."

It was no secret that he and other members of the TUC General Council would soon demand a five-year plan for Britain. "Our country needs targets. It needs a sense of direction."

"We have got to build up the Manpower Services Commission and make sure that the labour force and the skills and ingenuity of our people are properly harnessed."

Mr. Jenkins told more than 900 delegates: "This debate is not about the social contract. It is about wage restraint, whether it is about voluntary or by pressure or by the threat of statutory wage restraint."

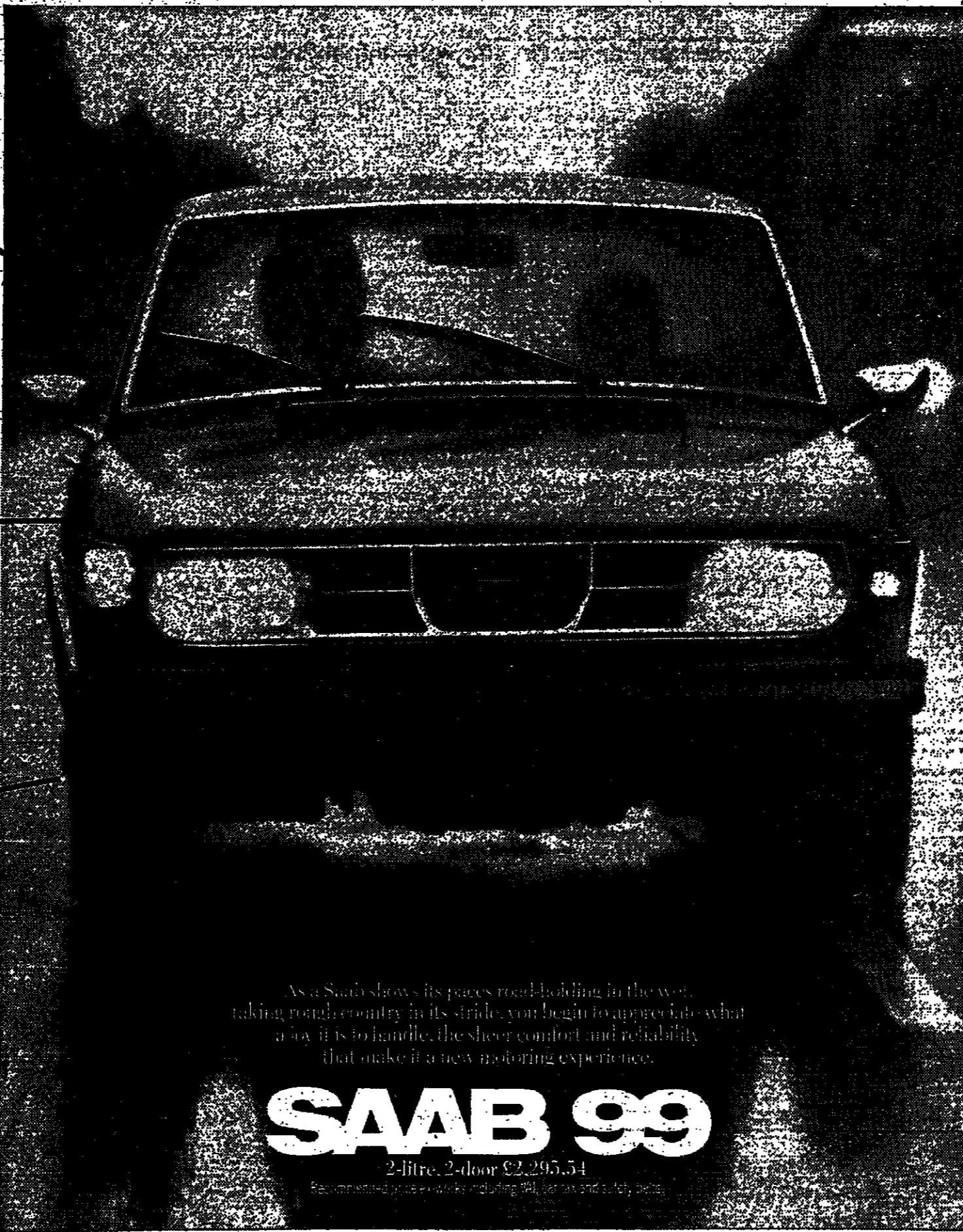
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COMPARATIVE STATEMENT OF CONDITION

	March 31	
	1975	1974
Assets		
Cash and Due From Banks	\$ 402,583,000	\$ 533,730,000
Time Deposits in Foreign Banks	175,130,000	246,395,000
U. S. Treasury Securities	83,877,000	53,857,000
Obligations of Other U. S. Government Agencies and Corporations	29,098,000	29,008,000
Obligations of States and Political Subdivisions	320,405,000	260,578,000
Other Securities	10,908,000	10,234,000
Money Market Investments	22,727,000	177,670,000
Federal Funds Sold	293,943,000	293,724,000
Loans	1,301,683,000	1,142,241,000
Bank Premises and Equipment, Net of Depreciation	45,927,000	46,597,000
Other Assets	63,493,000	39,474,000
TOTAL ASSETS	\$2,749,774,000	\$2,833,508,000
Liabilities		
Demand Deposits:		
Individual, Business and Other	\$ 782,070,000	\$ 695,676,000
Banks	201,754,000	217,554,000
U. S. Government	1,394,000	12,941,000
Total Demand Deposits	985,218,000	926,171,000
Time Deposits	909,070,000	733,498,000
Deposits in Foreign Offices	290,479,000	349,183,000
Total Deposits	2,184,767,000	2,008,852,000
Federal Funds Purchased	343,454,000	643,515,000
Other Liabilities	63,549,000	40,352,000
TOTAL LIABILITIES	2,591,770,000	2,692,719,000
RESERVE FOR LOAN LOSSES	17,068,000	12,053,000
CAPITAL ACCOUNTS:		
Common Stock—\$10.00 Par Value, Shares Authorized and Outstanding—4,645,000	46,450,000	46,450,000
Surplus	46,450,000	46,450,000
Retained Earnings	48,036,000	35,836,000
TOTAL CAPITAL ACCOUNTS	140,936,000	128,736,000
TOTAL LIABILITIES, RESERVE AND CAPITAL ACCOUNTS	\$2,749,774,000	\$2,833,508,000

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Cost is too high—Shore

BRITAIN'S ANNUAL membership of the Common Market was likely to cost £500m, or £2.5bn, in the lifetime of a single Parliament, Mr. Peter Shore, Secretary of State for Trade said.

"It comes on top of all the other disabilities that we are and will continue to experience from a menacing trade gap—the requirement to buy high-cost European food, and the substantial and damaging outward flow of British money into the EEC."

Mr. Shore said the EEC was not a community and anxious to help and accommodate Britain. If it was neither the original negotiation, nor the recent "negotiation," it would have so probably failed."

He told the annual conference of the Association of Scientific Technical and Managerial Staffs in Bournemouth: "In reality we are dealing not with a community but with a group of nations, centred upon the Franco-German Alliance, each strongly pursuing its own national economic interest."

Britain could expect no shelter from its problems in the "harsh economic conditions of the Market." In a few years Britain would be paying nearly a quarter of the total EEC budget but getting only 15 per cent. of the income.

Pro-EEC men running-scared, Antis told

MR. NORMAN BUCHAN, the former Scottish Labour Minister who resigned over the Market issue, told anti-Marketarians to stick to the real issues and "ignore the smear campaign" against Mr. Anthony Wedgwood Benn, Industry Secretary.

"Nothing is more dangerous than the spectacle of the British Establishment in one of its periodic fits of red-hating," Mr. Buchan, MP for West Renfrewshire, told an anti-Market rally in Kirkcaldy, Fife.

Judging from the tone of the pro-Marketarians recently, they were running-scared despite the opinion polls.

Overwhelming 'yes' for staying in given by businessmen

BY RAY DAPTER

LEADING businessmen are overwhelmingly in favour of Britain staying in the Common Market, according to the unequivocal response of more than 60 chairman and managing directors to a survey conducted throughout British industry.

Most seemed quite certain that membership had been beneficial to their companies and 53 out of the 64 questioned felt that their businesses would suffer if Britain withdrew.

The Director of the Institute of Directors' magazine—which conducted the survey says today that the response to its questionnaire was one of the most enthusiastic. It can remember.

Every one of the "Chairman's Panel" who answered "on the record" indicated that they would be voting in the affirmative at the June 5 referendum.

Their views were summed up by Mr. Peter Trench of Y. J. Lovell (Holdings): "It is my belief that every company in this country would suffer if Britain were to withdraw from the EEC."

"There may be some long-

term alternatives, although I do not know one myself, but in the Aircraft Corporation and short term there is bound to be a further lack of international trade in favour."

Mr. Patrick Meaney, of The Tilling, conceded it was not a country in the event of a withdrawal, a rise in the pound, and as yet to quantify the reduction in the value of EEC membership. The principal gain was that member has created a more stable atmosphere in Europe for selling of British products services and investment British companies."

Asked whether Britain would be able to find alternative continued membership of EEC, Sir Maurice Laing, of Laing Construction replied, "It is too late."

"A number of years ago might well have been able expand Britain's trading relationship with Commonwealth countries, and particularly with Zealand and Australia, but including greater emphasis on east."

Mr. Howard Hicks, of the Group, thought that alternatives might be possible. "Our trade endorsing the Government's is that at present I do not re-negotiated terms of EEC in any political party either membership, covers a wide spectrum of leadership or trust of U.K. industrial ability to accomplish commercial activity. The chair Herculean task."

Putting money in the Market

THE CONTRAST between the large volume of direct investment in the EEC by U.K. companies and the much smaller flow of capital in the reverse direction is highlighted in figures issued by the Department of Trade.

The figures, given by Mr. Eric Deakins, Parliamentary Under-Secretary of State, in a Commons answer on April 29, show that U.K. net direct investment in the EEC rose from £223m. to £515m. between 1972 and 1973. In the same two years, EEC net direct investment in the U.K. rose from £37m. to £106m.

The figures are not exactly comparable since 1972 covers only "the Six" while 1973 includes "the Eight," but they give some indication of British industry's interest in investing directly in the EEC in the first year of the U.K.'s membership of the Community.

The table shows that the biggest increase between 1972 and 1973 was recorded by companies in the food, drink and tobacco industries, followed by the chemical industry.

THE figures also show the large investment of £14.5m. in investment made in distribution, paper, printing and publishing, presumably reflecting the efforts sector.

Note: The 1972 figures comprise the six original members; the 1973 figures cover "the Eight."

The figures also show the large investment of £14.5m. in investment made in distribution, paper, printing and publishing, presumably reflecting the efforts sector. There was, however, a made by many British companies to strengthen their sales and jump from £4.7m. to £12.6m. in distribution arrangements on the Continent. This is likely to investment by EEC companies stemmed from the desire of U.K. manufacturing industry companies to improve their organisation in the U.K. In 1972 and 1973, although in the latter, the enlargement of year there was a substantial Community.

Plastics

The Financial Times proposes to publish a Survey of Plastics in its issue of Thursday, 12th June, 1975. The following indicates the proposed editorial content.

1. **Introduction.** The plastics industry, with a turnover of some £2.6bn., is a key industrial sector producing material and products not only in its own right but also components for virtually every other industry. The past few years have been the most difficult experienced in the comparatively short history of plastic influenced by the four-fold increase in oil price and now, in many sectors, a depressed market. But the long-term prospects still look bright with above average growth rates.
2. **Exports.** About a third of the industry's total production is exported and last year manufacturers and processors were seeking increased overseas sales in a bid to tap the higher-priced markets. The economic recession has dampened export prospects in the early part of the year. When will the market regain its strength and which will be the biggest growth areas?
3. **Management and Marketing.** The industry has been self-critical about the way it carries out its marketing and pricing of plastics materials and products. It says that the companies, and the British Plastics Federation in particular, have been taking to the industry a sharper marketing edge.
4. **Materials Suppliers.** The chemical industry is to invest some £2.3bn. in the U.K. over the next three years, a substantial proportion of this in the petrochemicals sector. At a time when feedstock and raw materials have assumed paramount importance, how is investment likely to keep pace with demand?
5. **Processors.** How is this diverse and somewhat fragmented sector standing up to the pressure of high-priced raw materials? As it is at the sharp end of the industry, how is it reacting to public pressure and attitudes through technological progress and improved designs?
6. **Additives.** An important, but often overlooked sector of the plastics industry concerned with such materials as plasticisers, fire retardants, lubricants, pigments, etc.
7. **Machinery Manufacturers.** Lack of production capacity, stemming from low investment over a decade or so, left the industry incapable of meeting all domestic demand when U.K. processors embarked on their recent expansion and modernisation programme. The way machinery manufacturers and toolmakers are responding to the challenge and strong competition from abroad.
8. **The Environment.** The plastics industry has been thrust into the arena of public debate, whether it is on pollution—the implications of waste plastics; safe—the effects of cancer risks in the production of PVC or fire hazards—the controversy surrounding the 1971 fire at Man Summerland disaster and the banning by GLC of some plastics in its housing. What is the industry doing to overcome these problems and allay public concern?
9. **The Market.** This article, or series of articles, will look in detail at some of the major markets for plastics and the way they have been influenced by price increases and competition from other, more traditional materials.

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MONDAY, MAY 12, 1975

Politics and the market

IT HAS become a commonplace independence to the Com- of the Common Market refer- community, and none shows any- dum campaign so far that some signs of doing so.

But Mr. Powell goes further in the leading proponents of the anti-Market case, such as when he imputes to the pro-

Mr. Enoch Powell on the right Marketeers the argument that

and Mr. Michael Foot on the membership of the Community

left, make strange bedfellows in

the only bulwark against

view of the wide divergence of

Communism, and it is here that

their views on other political issues. Some pro-Marketeers,

regrettably, have tried to interpret this banal fact with the

gratuitous exaggeration that

their opponents are, therefore,

by definition "extremists."

For the fact is that it is the

left wing of the Labour Party

which has used the Common

Market issue as a weapon against

the leadership and the right

wing of the party, and it is the

left wing which has tried to

pretend that it is only by reject-

ing the Government's policy and

leaving the European Com-

munity, that Britain can follow

in the charge of the pro-Market case no good.

The case for staying in the European Community is strong

enough by itself not to need the admixture of innuendo.

Super-state

In a week-end speech Mr. Enoch Powell has reacted in

against the charge of

extremism. Unfortunately he

has counter-attacked with

insinuations of his own which

are at least as distasteful as

those of some of his opponents,

and which include the charge,

as disagreeable as it is patently

aburd, that the pro-Marketeers

are virtually Fascists.

Mr. Powell is only able to

reach this conclusion by pre-

senting a picture of the Euro-

pean Community which is

distorted out of all recognition,

and by turning on its head the

Labour Party's internal con-

flict between pro-Marketeers and anti-Marketeers. He starts

from the premise that the aim

of the European Community is

to become a super-State, and

he goes on to claim that the

pro-Marketeers wish to sacrifice

"Britain's Parliamentary self-

government and political inde-

pendence in order to belong to

it." Assertions of this kind,

which have become increas-

ingly frequent in the anti-

Market camp, bear no relation

to reality. No member State has

yet sacrificed its political

hold.

Cutting railways down to size

WHATEVER the outcome of the railwaymen's pay claim, it may never be possible to catch them. The cost of running the present railway system is clear that the cost of running are so under-used that it would pay the railways to give a car to every passenger using them, it is claimed that a policy of major retrenchment would not only reduce the cost of running the system but would save in system costs.

Yet major retrenchment may eventually have to be the answer. As Mr. Sidney Weighell, the general secretary of the National Union of Railways, told the tribunal last week, it is up to the public to decide whether a railway system is needed. If the subsidy bill goes on escalating at the present rate—and the cost could well approach £1bn. a year before the end of the decade—opinion could easily swing round in favour of a smaller subsidy bill for a rump of inter-city, commuter, and freight train services. After all, Britain is a compact, crowded island where the average journey tends to be too short for railways to be really competitive.

Productivity

In the meantime, it is up to British Rail to obtain the maximum use out of the resources it has available. Although productivity has risen since the Beeching era, the improvement has not been as large as on some other European railway systems and it is difficult to accept that British Rail still cannot do better than move only 15 passengers and four tons of freight every working day for every person it employs. Railways argue that their critics underestimate the limitations imposed by the present level of new investment. It is true that manpower can be saved by installing, for example, modern signalling and continuous welded rail. But British Rail has yet to settle the running scales of its new high-speed diesels and it has also yet to win union agreement for the single manning of freight services. It may not be easy to negotiate manning arrangements with three separate unions. But railwaymen at all levels must accept that the public will not be prepared to support ever a railway system that is over-manned and are now so far below cost that inefficiently run.

If the present policy towards the railways is to continue, then much more vigorous action must be taken to contain railway costs. British Rail is now raising its fares and freight charges by as much as it can to win union agreement for the single manning of freight services. It may not be easy to negotiate manning arrangements with three separate unions. But railwaymen at all levels must accept that the public will not be prepared to support ever a railway system that is over-manned and

are now so far below cost that inefficiently run.

Probing the four frontiers of industrial democracy

BY JOHN ELLIOTT

WHEN the Chrysler motor posed new legislation, like the company last Thursday night offered its work-force the chance to participate in solving the company's problems through sharing in the Protection Bill with different management of it, it was blackmailing in a way which no-one would have expected from a Second, there is industrial major company—let alone an American one—only a few months ago. At a time when the spate of companies with Mr. Benn is writing in provision for unspecified forms of industrial democracy far faster than had once seemed possible, Chrysler said that it was acknowledging that the world has changed, and will continue to change, and was offering its assurance that it was ready to proceed with new concepts and ideas since it was obvious that the old ways have not done the job.

Meanwhile, most other political and employers' organisations are now wondering how to face up to the fast moving bandwagon which the Left regards as "workers' control." The Labour Party dubs "industrial democracy" and the Conservatives and most employers call "employee participation."

Ideological conclusion

Like most employers, most trade union leaders and local officials do not fully comprehend where the bandwagon will lead them: some are far from sure that they or their members want to follow the path to its ideological conclusion and share control of companies with the management. "Hardly any of my shop stewards want to run my company," one local union official told me last week.

"They want to be consulted before decisions are taken and then want to be free to strike if they are unhappy. But they don't want the responsibility of running the show."

This grass roots' attitude is at variance with the view held in the more bureaucratic atmosphere of the head offices of the TUC, the Labour Party and some unions. For it is here that the TUC and the Labour Party have evolved their policy on shop-floor elected directors responsible to their trade unions, holding half the seats on the top of two-tier Board structure. This policy has emerged as firm proposals for both the Post Office and British Leyland unions.

In a less rigid way, Mr. Benn

is also encouraging industrial

democracy at every opportunity,

pinning his basic philosophy

not on formalised arrangements

like two-tier Boards but on some

imprecise faith in the willingness

and ability of union

members to help reform and

run their companies and indus-

tries if only all available

information is disclosed to them.

Leading on from this is the

prospect of 50-50 style worker

and shop stewards in their new

main fronts. First, there is pro-

posed by a Labour MP, this will be extended through

also frequently inspired by Mr. Benn, for changes in existing Industrial Democracy which is

Paradoxically, union head

offices will also become increasingly important because they are expected to lead the Prime Minister to announce a fast

working Commission of Inquiry

and economic topics as they bear on the future policies of a

company or industry, rather than dealing just with those

matters which bear on wages and conditions of employment

Few if any research departments will now have to embrace broad financial

and economic topics as they bear on the future policies of a

company or industry, rather than dealing just with those

matters which bear on wages and conditions of employment

Fourth, and most widespread, are those companies in which the Government is becoming involved because of their financial problems. British Leyland, Alfred Herbert and Ferranti are the most noteworthy examples, while Chrysler's offer of participation last week shows how the idea of partnership in times of trouble can also be introduced voluntarily by a company

which has not yet been able to cope with company law.

It is this inability to cope

while Mr. Michael Foot at the

which is making some union

officials wonder whether he

is creating, while the energetic and tiny

unions' plan for extending their

already highly effective consulta-

tive system with the Post Office

Corporation into a 50-50 two-tier

board structure is one example of

the difficulties of the planning agreements.

Chrysler apart, what has

normally been set up is a pyramid of consultative committees from shop floor to

board-room level examining the

TUC's line that general industrial

democracy should be prepared now

to face up to the threat of a

Parliamentary Bill into Parliament within a year.

The Commission of Inquiry would, Ministers hope, strongly recognise that the

unions are not capable of coping with the changes and are

not even sufficiently capable of

being in some permanent form.

Leading on from this is the

role of full-time officials coping with disclosure of information

to the public. The TUC's

newly formed "Partnership

Committee" on the Post Office

is to be the main form of matters.

Another pointer to a possibly

slower rate of advance came in

the unions' report on the

Ryder report on BL. Some

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FINANCIAL TIMES SURVEY

Monday May 12 1975

Job 1, in 15s

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BRITAIN AND EUROPE II

U.K. at the crossroads

THE REFERENDUM on June 5 perhaps about Britain's political sions, partly through the a common culture, a common history and above all common British history. It will mark a crisis point in institutions, the functioning of repeated U-turns on the Euro-attitude of the voters to the leaders.

in the most obvious, attitude of the voters to the party countries.

probably decide, if not for good in the objective sense, in that it will probably decide, if not for good at least for a long time, whether Britain commits itself to its new partnership in Europe.

(Only probably, for one cannot be sure that a small majority against Europe on a low poll would be ratified by Parliament.)

For 25 years the original members of the Community have been fumbling to build a new type of inter-governmental relationship, and for 15 years every single British Government has tried to join their enterprise. Yet it is symptomatic of the contrast between the European undertaking and traditional British notions of separateness, national superiority and post-imperial influence, that the long-matured decisions of Government and Parliament have had to be referred back to the unprecedented procedure of a popular referendum.

In that sense the crisis is not merely about the decision on Europe, but more profoundly

Forecast

For whatever the final outcome of the ballot, it is clear that many people, quite possibly a large majority, feel baffled by the multiplicity of arguments. Whether economic, industrial, commercial, diplomatic, political or purely emotional, that have been deployed on both sides of the controversy. A recent in-depth survey showed that the overwhelming majority of the population felt too ignorant to vote.

Now, of course, it is not facts which are lacking in this case. Over the years, more millions of words must have been published about the Common Market than about any other subject. If anything, there are too many facts (and pseudo-facts) for most people to handle. If they are baffled, it is because they mistrust those whose function it is to interpret the facts — the Press and above all the scale, and about the need to give political and economic expression to the fact that Britain is an indispensable factor in their economic prosperity. But

Yet it would be wrong to suggest that time has stood still since 1960, for the situation has changed in three important respects. In the first place, the Community is a subtly though significantly different beast from what it was 15 years ago. It achieved with contemptuous ease most of the things prescribed in the Rome Treaty, in the removal of national barriers to trade, and this process is still continuing on the more intractable non-tariff barriers.

But since the late 1960s, the member states have failed to reach agreement on where they want to go next, or if they have agreed, as in their repeated attempts to embark on economic and monetary union, they have done so by methods which are too slow to fail, and duly failed. The Community has fulfilled its role as the vehicle for Franco-German reconciliation, and it is voting in the Council of Ministers and direct elections to the European Parliament, which would have to be quite radical industrial and commercial moves towards a more politicised Community. The to a rather diffuse case which of the removal of trading on the political and diplomatic stances is well advanced, if not factors in the Community.

over the phase of positive integration (the building of new links between national policies) that, with the departure of General de Gaulle, even the French Government is now prepared to envisage previously taboo subjects, like majority voting in the Council of Ministers and direct elections to the European Parliament, which would be inside the Community, from

the time being at least, the general tone of the arguments for the fire of inspiration and aspiration advanced by the pro-Marketets. According to the in-depth survey referred to earlier, it appears that the pro-Marketets are now not merely less passionate and replaced by the labours of administration.

Young idealists of the European idea have grown old in interest on the question that the ungrateful task of implementing the agricultural policy, less passionate and intense than the anti-Marketets, but also more difficult, not to them themselves were some aware that the momentum of years ago, and one of the early years appears to have been lost, at least temporarily. The member inspiring it used to be. On governments face the choice between the other hand, it is also clear that the content of the pro-Market arguments has shifted with technical improvements on over the years, from the political aspects of its international relations.

The third change — and it is the most fundamental — is that Britain is now a member of the European Community. Logically, leaving the Community comes to the same thing as not joining it. But in practical and political terms the two operations are quite different, and are likely to have quite different consequences. While we were outside the Community we had a very clear idea of our relationship with the rest of the world, and we had a fairly clear guide to what our position would be, by definition, in the

having watched the Six at w beginning to make clear its for the previous two decades. Now we are inside the Community money. Secondly, the pro-Marketets are now a more political role in its dealings with the outside world, interests, but we have very little idea of and no reason to Security Conference or in the negotiation of the Atlantic Declaration with the Americans last year. Amid all the uncertainties created by the oil crisis, it will become increasingly difficult to distinguish between the economic and the political aspects of its international relations.

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Ian David

THERE IS a strong atmosphere now. The referendum would not be taking place if Mr. Wilson had not lost control of the British public in his party and been obliged to run up to the Common appeal in the British public to Market referendum. One reason for this, of course, is that the brings us immediately to the other source of uneasiness — namely, the gap between the stated subject of the same actors have been gabbling argument and the real one. The same lines for too long some of them for 15 years — and the "umbrella" organisations — Britain if the anti-Market speeches in Europe and the National seem slightly less tired than the Referendum Campaign — rush pro-Market ones, that is merely about organising support and because they now have a faint touch of eccentricity about The voters will no doubt make them. The fact is that the up their mind on the merits of British electors have never at the case as best they can. But any time since Mr. Macmillan the real point at issue, so far as first arrived for membership of the politicians are concerned, the EEC really been prepared and the main source of the occasion to delve into the complexities signal spark of life that illuminates the subject and they are not nates the debate, is the question

of the future of the Labour Party and hence of the existing party structure in the United Kingdom.

Credibility

All the existing political parties have a great deal invested in the result of the campaign. The most obvious case in point is that of the Scottish National Party whose credibility will be greatly enhanced if Scotland votes "no" while the rest of the country votes "yes." The probability that this will be the case was the main cause of the

Government's desire to conduct the count on a national basis. But the Labour Party's vested interest in a positive result is not much less clear-cut, whatever the anti-Marketets may say. The consequences of a "no" vote are really horrifying, not simply for the Prime Minister and the pro-Market faction in the Cabinet and the parliamentary Labour Party but for the organisation as a whole.

The essential point is not just the rebuff to the authority of the Government in the country, though this would be bad enough. The real problem is

that this result would be a could survive a break-up of the major victory for the Left within the Labour Party itself which would oblige the Right to stand and fight. In crude terms this means that unless the "no" vote were overwhelming, it is improbable that the Government has the votes in the House of Commons to effect withdrawal from the Community. The schism within the Labour Party which this situation would entail would almost certainly bring down the Government sooner or later.

It is arguable, of course, that this result would be a could survive a break-up of the major victory for the Left within the Labour Party itself which would oblige the Right to stand and fight. In crude terms this means that unless the "no" vote were overwhelming, it is improbable that the Government has the votes in the House of Commons to effect withdrawal from the Community. The schism within the Labour Party which this situation would entail would almost certainly bring down the Government sooner or later.

On the Labour side a good many bets are now being hedged. It was noticeable at the Special Conference on the Common Market which Labour held at the end of last month that nearly a quarter of the constituency sent no delegates — affected by the pro-Market presumably because the debate element of the Conservative within individual parties was strong and a disaffected strongly too evenly balanced. The trade unions are also showed the pro-Market section of the unions are to present in the Britain in Europe moderate the stridency of their campaign with joint funds and a opposition. The reason, I should changing the Conservative line joint political infrastructure in judge, is partly the realisation at this stage there is the matter of the country at their disposal. It of the consequences to the party of self-interest. The question is not totally impossible that of a "no" result, partly a whether the Conservative Party under certain circumstances realisation that the result is

something might come out of this — and that is a notion which further out on the anti-Marketets the present leadership of the Conservative Party finds as disquieting as the Prime Minister and his colleagues.

Accepted

If the answer of the on June 5th turns out to be positive, that will not of course, mean that the Labour str for power is decided. The defeated on this point, will doubtless find another favorable ground to fight up almost certainly the econ What it will mean, however, that there will be a chance of the result being accepted — that the trade in Europe has scarcely been heard.

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David W

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The alternatives

IF BRITAIN were to decide to give up membership of the European Community, many of the other two, partly because we have a very large trade deficit with them, would be most unlikely to re-suggest which takes no all that important, though account of the fact that we may yet be forced to put right the deficit by resorting to the import controls advocated by one wing of the anti-Marketets. But the agriculture provision of the fact that we take would probably be very small, only 8 per cent. of their exports, in practice as well as while they take one third of principle.

For we can be fairly confident that the Community governments will not give Britain a better bargaining position than they believe that Britain gain an economic advantage by buying cheap food from abroad. In any case, their farmers now started to enjoy benefits of access to the big food-importing market in the world, and it is hardly plausible to suppose that their government will sacrifice without struggle an export trade which last year was worth nearly £1.5bn. On the contrary, should not be surprised if, quid pro quo for an industrial trade agreement, commitment to buy up quantities of Community goods to industry, as if they were sides to industry, as if they were

Community-related price.

Even that may not satisfy those inside the Community who do not feel that we should get the benefits of membership without the burdens and are worried by the implications of having so large a Euro country outside the Euro customs union; the Belgian industry federation has already expressed its opposition to free trade agreement.

All this is, of course, theoretical. The electorate will vote in favour of the Community; it may vote again in the rest would be wanting one too, it might well, in a number of ways, be less favourable.

In the first place, it would be easy, because the other countries would certainly consider them only in the light of their own national economic and commercial interests, leaving us to defend our interests as best we could. It is sometimes suggested that the second place, it would almost probably disadvantageous, but for the time being this is a purely hypothetical option.

Agreement

The chances are, therefore, that the EFTA countries would not merely unwilling, but also unable to negotiate with Britain's return to the EFTA, countries that we were able to retain free trade with EFTA. If we wanted to rejoin the Community which made it possible, it follows that a British-EEC free trade agreement would be broadly similar to the various EFTA-EEC agreements, and that while it would certainly be no more favourable than theirs (or the rest would be wanting one too), it might well, in a number of ways, be less favourable.

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Ian David

JULY 1975

Co-ordinating foreign policy

FOREIGN POLICY co-ordination is one broad area of the Nine's activity. In especially since President Nixon took Soviet recognition of the Community, the Foreign Minister over the reins from President Pompidou, France had been more active in which the meetings, once a quarter to discuss and making less of an issue of it, were held at least once a month. Part of the Community's Political Committee meets about once a month, or even more often when they are in any case together with other Ministers, enjoys meetings with their colleagues informally to talk shop and retail the latest news from Washington or Peking. For a Foreign Secretary, it must make a pleasant change from discussing fatty acids or European pay increases in the Council of Ministers.

But the main point is that foreign policy co-ordination in the Community is very different from the sort of co-ordination of economic or commercial policies that takes place under the Treaty of Rome. Foreign policy discussions are not, in fact, technically part of the Common Market "at all". The nine Ministers meet as representatives of national governments, outside the traditional Community institutions, and are not bound by the normal rules of Community decision-making. Neither foreign policy nor defence is covered by any of the Community's founding treaties, and there is thus absolutely "no question" of interference from Brussels.

Accepted Timetable

The move to co-ordinate foreign policies dates from the Hague Summit of December 1969—the same meeting at which France finally and formally lifted her veto on British entry. The Hague Summit, as well as deciding on the somewhat ill-fated target of full economic and monetary union by 1980, also agreed to launch the Community along the road towards "political union"—although without a precise timetable.

The following year a study group, chaired by Vicomte Etienne Davignon of Belgium, reported that foreign policy co-operation would be the best, and easiest, first step. Since then, foreign policy co-operation has grown from small beginnings into an important

area of the Nine's activity. In addition to regular council meetings, Valery Giscard d'Estaing took Soviet recognition of the Com-

munity, important step towards de facto with one voice, Europe is not the way which President Giscard d'Estaing made concessions.

The problem is that, however successful they may be as demonstrations of the Community's internal solidarity, the single "European" foreign at the Paris energy conference policy, French and German that was taking place simultaneously, is not clear how far the more during his visit to Algeria, when the other eight countries were relatively powerful of the Nine governments really want a still trying to avoid doing so.

Ministers hold Nine's diplomatic initiatives

can hardly be said to be enormously effective at world level.

It may be a matter for self-congratulation if the Nine all manage to recognise a new government on the same day, but that is not going to change the course of history.

Nor is a joint resolution by the Nine in going to solve the Cyprus or Middle East conflicts, still less influence the situation in South-east Asia. Even when it speaks

of foreign policy and other major political issues facing the Community, it must make a pleasant change from discussing fatty acids or European pay increases in the Council of Ministers.

All these meetings, whether at ministerial or committee level, usually take place in the country currently holding the Community presidency—Ireland will finish its six-month stint in the end of June, to be followed by Italy. One of the aims is to help distinguish foreign policy consultations from the formal Council of Ministers' sessions, always held in Brussels or Luxembourg, which officially only discuss policies that come under the Commission, after it has received a mandate from Ministers meeting in the Council. If, however, the Ministers want to discuss the "political" aspects of their relations with the same countries, they should officially reconvene in another session with different procedures.

Diplomatic

Nevertheless, the Nine can point to a small number of relative successes in their attempts to co-ordinate their policies at diplomatic level. One of the most commonly cited examples is the way the Nine have succeeded in working out a common position, speaking "with one voice," in the East-West Conference on Security and Co-operation in Europe (CSCE) to which the Nine is the country currently occupying the Council chair.

The Soviet decision not to challenge this procedure when it

said virtually nothing in public includes a mending of the tenuously with one major referendum or the renegotiation after the quarells which led up to it. The silence of October 1973 and a realisation that is not going to change the course of history.

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The Soviet decision not to challenge this procedure when it

was first used in Helsinki was an American view of the world which has been developing over

Western Europe and Japan—Defence Minister, has shown a continuing interest in it and energy or strategic political respect for it. France, too, fields. The days when President Nixon could seek a rapprochement with Peking without informing the Japanese are gone. Maintaining relations with the allies has become at the organisational fold, and quite frequently as important as improving joins in exercises with the relations with the adversaries. Americans. Even some of the

smaller nations, such as Denmark, which were once reckoned to be the weak link, have increased their defence expenditure in real terms, despite economic difficulties.

Of course, the role of the smaller nations, such as Denmark, which were once reckoned to be the weak link, have increased their defence expenditure in real terms, despite economic difficulties.

One of the results has been that the Western powers participating in the East-West force reduction talks (MBFR) in Vienna have put up a surprisingly impressive performance. The Atlantic Alliance has held together very well: the smaller nations have drawn back—the Dutch especially—is likely to persist in its efforts to create a balance of unilateral cuts, while the Americans have used the talks to resist Congressional pressure from unilateral cuts of their own. The talks have contributed to a greater mutual understanding within the Alliance.

The greater Western unity in defence matters is pursued through existing institutions, mainly the NATO Permanent Council in Brussels. Again, however, what is happening in defence is paralleled in other fields. As the U.S. has turned back to concentrating on allied consultations, it has made greater use of established formulae such as the IMF and GATT, and especially allied co-operation within them. Where no institution existed, such as in the energy field, a new one has been set up. Like U.S. defence policy, the International Energy Authority concentrates on the same group of North America, Western Europe and Japan.

None of this rules out bilateral diplomacy and indeed both Dr. Kissinger and Mr. James Callaghan, the British Foreign Secretary, have been at the forefront of the new spirit of consultation. The report of the Jackson-Nunn Amendment, which called for a greater European financial effort, the ending of the commitment on South-East Asia has served to concentrate the mind on relations with the older allies who, like the U.S., are also industrial and democratic states.

How far this new spirit of consultation would survive a British withdrawal from Europe, or forces already are or soon will be oriented toward a war or global policeman, it has itself a reaction to the growing

defence policy outlined by the European financial effort. The administration does not appear to have given any thought. For the present, however, it has

become much more modest and military power of the Warsaw Pact. The West Germans are mechanised units for a lesser prerogative of the Pentagon, it is the most conspicuous example: contingency and as the basis for striking how much it is in the Bundeswehr has gained a rapid swing towards Asia, or line with the evolution of both in morale and equipment, a readiness to rely on and

American diplomacy in general partly because the Federal Government, especially under

Chancellor Schmidt—a former

Malcolm Rutherford

The view from Washington

THE U.S. Administration has the past year or so. This with our allies to deal simultaneously with the British fences with Western Europe tenuously with one major referendum or the renegotiation after the quarells which led up to it. The silence of October 1973 and a realisation that is not going to change the course of history.

Nor is a joint resolution by the Nine in going to solve the Cyprus or Middle East conflicts, still less influence the situation in South-east Asia. Even when it speaks

of foreign policy and other major political issues facing the Community, it must make a pleasant change from discussing fatty acids or European pay increases in the Council of Ministers.

All these meetings, whether at ministerial or committee level, usually take place in the country currently holding the Community presidency—Ireland will finish its six-month stint in the end of June, to be followed by Italy. One of the aims is to help distinguish foreign policy consultations from the formal Council of Ministers' sessions, always held in Brussels or Luxembourg, which officially only discuss policies that come under the Commission, after it has received a mandate from Ministers meeting in the Council. If, however, the Ministers want to discuss the "political" aspects of their relations with the same countries, they should officially reconvene in another session with different procedures.

Nevertheless, the Nine can point to a small number of relative successes in their attempts to co-ordinate their policies at diplomatic level. One of the most commonly cited examples is the way the Nine have succeeded in working out a common position, speaking "with one voice," in the East-West Conference on Security and Co-operation in Europe (CSCE) to which the Nine is the country currently occupying the Council chair.

The Soviet decision not to challenge this procedure when it

was first used in Helsinki was an American view of the world which has been developing over

we've been saying oui, ja, si, yes for years

To the Westland Group of Companies the EEC meant £19 million worth of exports and 2700 jobs in 1974

Westland
WESTLAND AIRCRAFT LTD YEOVIL, ENGLAND

5 times winner of the Queen's Award to Industry for export achievement

Whatever the economic situation, Europe is a very big market. And potentially, a good market for British business. Because it's so close, Europe should be considered as a genuine area for expansion - an investment in plant and equipment there can have real advantages. But it's also an export market that can be adequately served from Britain.

Map by George Philip and Son Ltd. © 1970

Of all the British banks we're particularly well placed to help you.

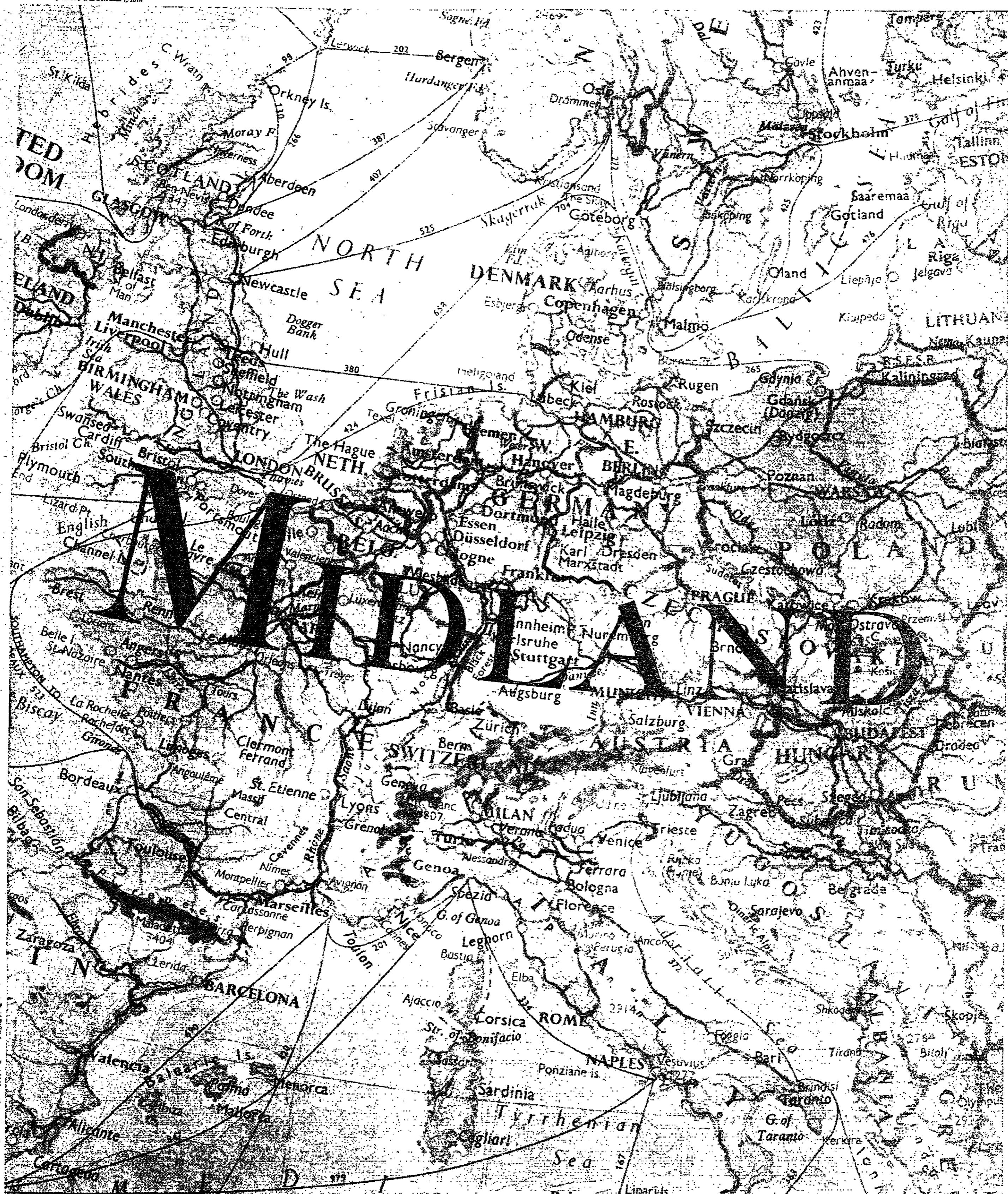
As a member of European Banks International (EBIC), we can offer you the services of almost 9,000 bank branches throughout Europe.

In addition we can provide you with information on foreign market conditions, economic assessments, methods of

payment, taxation and exchange control regulations and arrange commercial contacts for you.

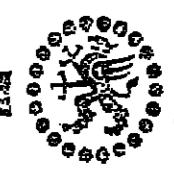
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Midland Bank Limited International Division, 60 Gracechurch Street, London. Branches in Birmingham, Bradford, Bristol, Cardiff, Hull, Leeds, Leicester, Liverpool, Manchester, Newcastle, Sheffield, Southampton.

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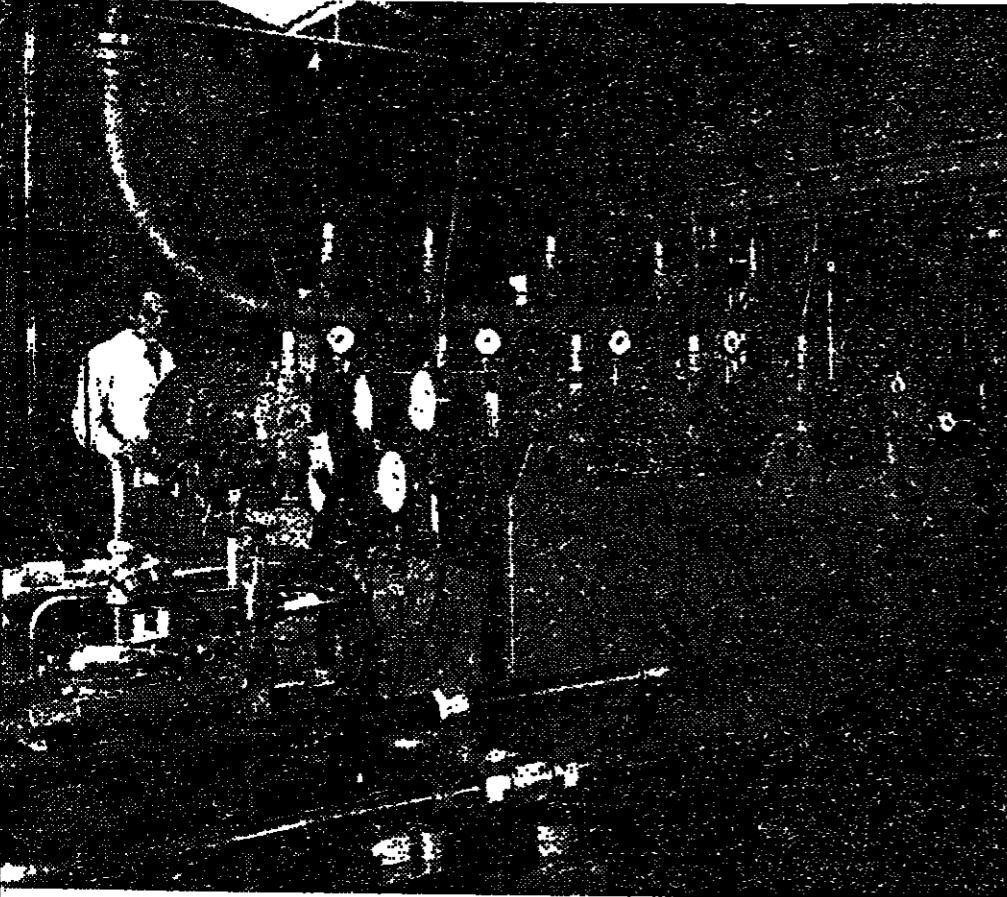


BRITAIN AND EUROPE VI

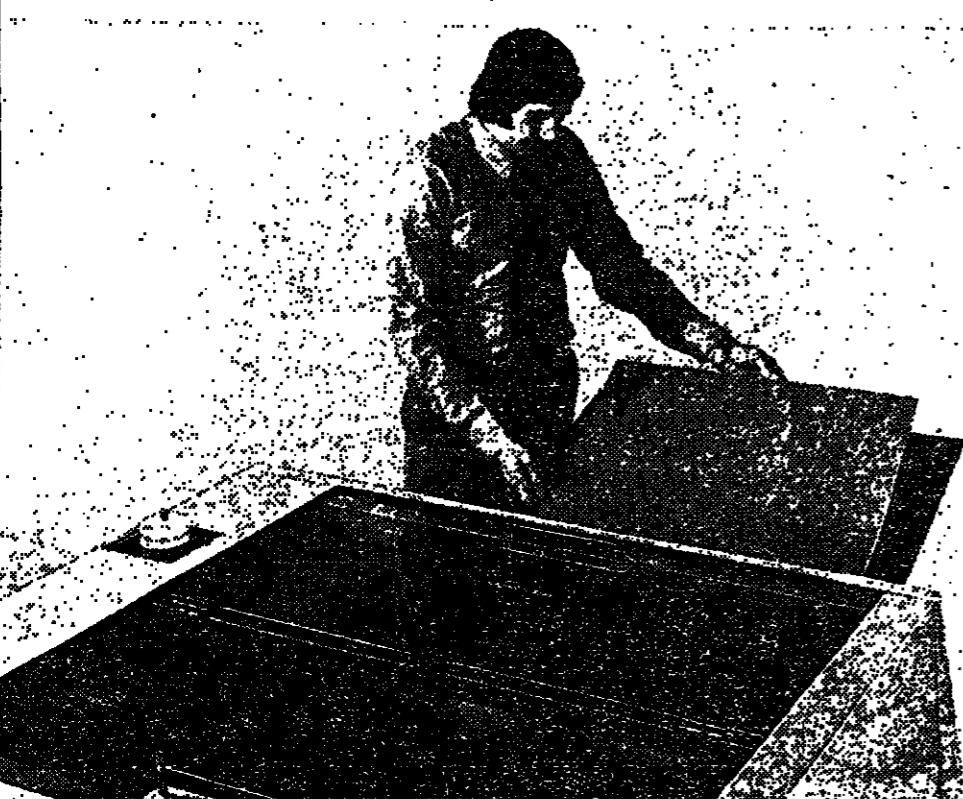
Vickers

Part of Europe

Vickers has long-standing links with Europe. Vickers has productive capacity already in Europe. Vickers has extensive and established sales organisations throughout Europe. Vickers is part of Europe.



Hydraulic equipment



Lithographic printing plates and chemicals



Microscopes for research

Offshore Engineering, Marine and Ancillary Equipment
Buoyancy material - Consultancy services - Heave compensators for oil drill ships - Manufacture in reinforced plastics - Sailplanes - Ships stabilisers - Ships steering gear

Underwater engineering and surveys (Ships and submersibles available for charter)
Engineering Group
Design, manufacturing and sales facilities for general engineering and specialised production - Aircraft components - Armaments

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Gears and gear boxes - Generator main connections ('bus bars') for power stations - Hardness testing machines - Hydraulic controls and servo systems - Hydraulic pumps and motors including variable drives - Molding equipment including complete installations - Non-ferrous metals: rolled plate, sheet and strip

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Medical Engineering - Automated biochemistry systems, associated computer software, special reagents - Barrier nursing and isolation systems - Disinfection units - Hyperbaric therapy systems - Infant incubators and accessory paediatric treatment equipment - Inflatable paediatric monitoring equipment

View from the City

THE CITY, almost to a man, is pro-Europe. That is scarcely surprising, given the traditional outward-looking posture of the Square Mile, and the strength of the performance of the financial sector in developing foreign business: the growth of invisibles has been one of Britain's few success stories in exports. Whether in banking, insurance, commodity trading, shipping, stockbroking or portfolio investment, much energy has been spent in recent years to boost the links with Europe - partly to compensate for the loosening of the ties with the Commonwealth.

The prospect of a Europe-wide capital market is indeed an appealing one. Article 67, paragraph 1, of the Treaty of Rome calls for the progressive abolition of restrictions on the movement of capital between member states, and for the end of any discrimination against foreign investors. But the timetable remains as uncertain as ever.

Not that the City's early expectations of what Common Market membership might bring have yet been anything like fully realised, any more than they have for the U.K. as a whole. In the City's case a certain initial arrogance about the superior virtues of its free-wheeling capital markets as opposed to the rather rigid, bank-dominated Continental systems, has had to give way to a somewhat more humble attitude. The City's home base, plagued by low economic growth and accelerating inflation, has tended to weaken its impact on the rest of the EEC.

However, a special City in Europe committee has been formed to put forward the case for continued membership of the EEC, and is holding three meetings during the run-up to the referendum, though the bulk of City effort is going towards supporting the national campaign.

Other bodies have been speaking out independently. The Stock Exchange, for instance,

pointed out the benefits which should come from the adoption of common standards in the capital markets. "Withdrawal would damage both the opportunity of raising capital by U.K. industry from investors within the enlarged Community and the prospects for expansion of international business," it said.

The City's invisible earnings, of more than three times that produced by banking, the next most lucrative. Insurance men argue that British membership of the EEC has contributed to developing the Continental insurance markets, which in turn has helped the London insurance market to continue to expand.

Some of the large insurance companies have forged strong links with the Continent. Perhaps the most notable was Commercial Union's purchase in 1973 of Delta-Lloyd, the second largest Dutch insurance group.

Guardian Royal Exchange

already owns a quoted German insurance company, Albgria, while Eagle Star, Royal and Phoenix are also represented in the EEC. Moreover several Dutch companies have bought insurance businesses in the U.K.

The position of Lloyd's is also important. Its move to allow foreign names could help it to expand in Europe and elsewhere. The large London-based insurance brokers also see plenty of potential in Europe. Plainly this will be much more difficult to achieve if Britain often had to undergo extensive re-auditing to comply with U.K. standards, for instance - but it all forms of a painstaking process of development which could eventually produce a truly international capital market, in which the City would fancy its chances of success. If Britain

continues to be isolated from economic areas like the EEC and the United States at the same time as its traditional Commonwealth ties were being

reduced. It would find it very difficult to prosper as a major financial centre in a declining off-shore economy, probably plagued by increasingly rigid controls on trade and capital flows. Continued membership of the Community will not offer it wider markets, but also be its best guarantee of longer term future in an enterprise environment.

Barry R

Exposed

But the general fear of City is that, although it has plenty of world-wide links outside the EEC, it would be increasingly exposed if it were to be isolated from major economic areas like the EEC and the United States at the same time as its traditional Commonwealth ties were being reduced. It would find it very difficult to prosper as a major financial centre in a declining off-shore economy, probably plagued by increasingly rigid controls on trade and capital flows. Continued membership of the Community will not offer it wider markets, but also be its best guarantee of longer term future in an enterprise environment.

Food equation turned around

PERRAPS THE biggest contrast between the referendum debate over EEC membership and the one which took place at the time of the original entry negotiations is the position of food and agriculture and, to a lesser extent, fisheries. In the years leading up to membership every publication on the subject of Britain and Europe came to the conclusion that whatever the many benefits of entry, one definite disadvantage was that food would cost more. Many an ardent pro-Marketener was heard to mutter that Community membership would be perfect providing we did something about the Common Agricultural Policy.

For once, the experts seemed to be right. By the end of the first year of membership - 1973 - U.K. food prices had risen by an unprecedented 20 per cent in 12 months. Small wonder that majority public opinion in Britain seemed firmly set against the EEC. They had been told that Common Market membership would mean higher food prices and here it was happening.

The fact that this staggering upsurge in food prices had nothing really to do with Common Market membership and that from summer 1973 onwards the CAP was partly subsidising the British consumer, took a long time to sink in - among politicians and the general public alike.

What had been planned, of course, was a 15 per cent rise in food prices to the full EEC levels spread over a transition period of five years. Instead, Britain's cheap food policy was brought to a very abrupt end, not by the EEC but by a sudden cyclical disappearance of supplies of cheap food from the world market.

The net result was that the imports from the world market certain parts of CAP had to be which more than anything else vagaries of weather and the stood on their head. Instead of Community in order to keep up the price of first of cereals; and of sugar, the Community began instead charging export levies in order to prevent the flow of relatively cheaper EEC supplies on to the higher-priced world market.

With the onset of the referendum campaign therefore, it is not surprising that pro-marketeers are no longer apologising as they did before entry, about the impact of EEC membership on food prices.

But because of the CAP's capacity to produce butter and beef mountains and wine lakes, the anti-marketeers sense reasonably that there is still some mileage to be had out of food prices as a campaign issue.

The real answer is that nobody knows. In the anti-marketeers' favour is the fact that world grain prices have recently fallen back to below EEC levels, and imports are once again being subject to levies. The major grain exporters of the world, the US, Canada, and Australia do have the capacity to produce at a lower cost than do most parts of the EEC.

Some fruit and vegetables have probably become more expensive as a result of CAP regimes aimed at protecting French and Italian growers against non-EEC competition, but others are likely to be relatively cheaper because less protection is being afforded to U.K. domestic growers, and consumers are reaping the benefit of lower cost production elsewhere in Europe.

But whereas the anti-marketeers may be right in arguing that over the long-term Britain outside the EEC would receive its food more cheaply, they cannot seriously quarrel with the argument that this would be at the cost of putting up with intermittent world food price storms such as Britain has

just suffered, as a result of the EEC's monetary import substitution arrangements.

But staying in the market industry can at least look forward to a closer alignment with full EEC farm price levels. Britain greater security of food supply at far more stable prices. These prices may, on average, be higher than if Britain were to rely on the world market, over a period, but after the recent sharp upsurge in the costs of agricultural production and transport, they are not that much higher.

Option

Equally true is the probability that the world market option no longer exists. If Britain votes to leave, the anti-marketeers still expect Britain to be able to sign a free trade agreement with Community. But it is almost certain that the other EEC members will agree to this only on condition that the U.K. continues to buy Common Market agricultural products at a price which suits the EEC.

But whatever the arguments on the consumer side, the leaders of Britain's farmers are committed to staying. The chances are that a majority of farmers will vote yes with no great enthusiasm, since membership has not brought the increase in prosperity which was so confidently forecast prior to entry. The backbone of British farming is livestock production and the combination of soaring costs, particularly of feed, and the slump in end-prices must have shaken the faith of many a pro-market farmer. Again, world market and general inflationary pressures are largely to blame, though their position has undoubtedly not been helped by

Robin R



Microscopes for research

Offshore Engineering, Marine and Ancillary Equipment
Buoyancy material - Consultancy services - Heave compensators for oil drill ships - Manufacture in reinforced plastics - Sailplanes - Ships stabilisers - Ships steering gear

Underwater engineering and surveys (Ships and submersibles available for charter)
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100 in 100

Trade and investment

AMONG THE arguments sometimes put forward for staying in Europe is the proposition that, as a member of the Community, the U.K. is a more attractive manufacturing base than if we were outside it, and that, over the long term, exports from the U.K. to the rest of Western Europe will be an increasingly dynamic and favourable element in our overall trade balance. Opponents of membership claim that this argument has been proved totally wrong by the experience of the first two years of membership, when imports of manufactured goods from other EEC countries rose much faster than our exports to them; during the same period many British companies have invested on a large scale in other EEC countries, both through acquisition and by building their own factories, while the flow of investment capital in the reverse direction appears to have been meagre.

As with most Common Market issues, the facts of the case are more complex than either the "pro" or the "anti" argument would suggest. It is true, as the table shows, that our deficit with the EEC in manufactured goods widened sharply between 1971 and 1973-74. The principal reason for this was the sudden switch from recession to boom engineered by the Conservative Government in 1972-73. The speed of the transition, and the strength of the domestic boom which followed, put an impossible strain on the sectors, such as diesel engines or gas turbines or fork lift imports poured in to fill the gap and the EEC, as the nearest alternative supplier, was the main source.

Yet this is not the whole story. Some of the sectors which have played a large part in the deterioration of the U.K.'s trade balance with the EEC, such as steel and cars, have deep-seated competitive weaknesses. British Steel Corporation, accounting for 90 per cent of the steel industry, or

Advantage

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U.K.'S TRADE WITH "THE SIX" IN MANUFACTURED PRODUCTS

	Surplus (+) or Deficit (-)	1971	1972	1973	1974
Plastics	-38.3	-51.6	-78.8	-163.0	
Other chemicals	-11.9	-10.8	-17.2	-39.0	
Iron and steel	-26.8	-48.5	-103.4	-324.3	
Other manufactured goods classified by material	+142.9	+121.2	+183.9	+65.9	
Non-electric machinery	+37.3	-4.4	-158.7	-178.0	
Electrical machinery	-17.0	-64.8	-133.1	-106.9	
Transport equipment	0.0	-102.8	-173.7	-118.1	
Misc manufactured goods	-3.2	-36.6	-104.7	-180.2	

The need to modernise is essential, irrespective of EEC membership. The case for pessimism tends to be reinforced by such events as the closure of the two Imperial Typewriter factories earlier this year. Whatever the specific reasons for the closure (mainly mismanagement by Imperial's U.S. parent, Litton Industries), the effect of the decision will be to reduce considerably U.K. typewriter exports and to increase imports from the major European typewriter producer, West Germany. This is not the only example. Imports of combine harvesters from the Continent have been increasing steadily in the last few years, while one of the long-established U.K. manufacturers, Ransomes Sims and Jefferies, has stopped making them because it is no longer a viable business.

Advantage

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this has continued. Whether EEC membership has actually increased the flow of U.S. capital into the U.K. is difficult to say, but it certainly helped to maintain it.

Opponents of membership have coupled the worsening trade position with the EEC and the spate of Continental acquisitions in an attempt to show that British companies, instead of investing in their U.K. factories to supply the Continent, have found it more profitable to build or acquire factories on the Continent with which to supply the market. There have probably been a few instances where this has been true, but in the majority of cases investment on the Continent has not been in any sense a substitute for investment at home.

The fundamental question, however, remains the extent to which investment in U.K. factories and exports from them to the Continent will be stimulated by EEC membership. It is not difficult to find British manufacturers—Courtaulds is one example—for whom the EEC has become the most dynamic element in their business, whose investment decisions are very much influenced by their determination to win a larger share of the European market, and who regard the U.K. as the best place from which to supply that market. Some American companies, especially those with a long experience of profitable operation in the U.K., have a similar attitude.

At the present time, these companies appear to be in the minority; this is no doubt part of the reason why Continental manufacturers have been more successful in penetrating our domestic market than we have been in their markets. Will this situation change as more British companies succeed in adapting themselves to European competition? After only two years of membership, the question remains open.

Geoffrey Owen

Industry undeterred

ALTHOUGH THE two U.K. Government Ministers responsible for trade and industry, Mr. Anthony Wedgwood Benn and Mr. Peter Shore, are so strongly opposed to the U.K.'s continued membership of the EEC, they have failed to shake the confidence of the vast majority of the country's industrialists. As far as they are concerned, there is no question that Britain's membership of the Community is not only to their advantage but to the benefit of the country as a whole.

This is not at all surprising, for the U.K.'s industrial interests have been firmly in favour of U.K. membership of the Common Market for nearly two decades now.

Indeed, industry, through the several bodies which then represented its interests, was in the front rank of the groups which pressed for the original application to join the EEC in 1960s.

Then, when the first negotiations over Britain's application were suspended in January 1963, it was British industry of the Community, and that it which tried to pick up the pieces, making clear its resolve to continue working towards an end to trading divisions in Western Europe by every means at its disposal.

And it succeeded. Over the next 10 years, until January 1, 1973, Britain's accession to

the Community, the three port for withdrawal on the a powerful trading area like the £90m. was made up of various bodies, that subsequently formed the Confederation of British Industry, and then the CBI itself, took various initiatives to keep the concept of U.K. membership alive through the frustrations of General de Gaulle's veto in November 1967 and the twists and turns of political opinion in this country.

Now, with the referendum on continued membership so near, the question which industry is effectively being asked is: was all that effort really worth while?

Contribution

In effect, the question was answered in March of this year, when the CBI produced a report by its Europe Committee, summarising industry's views as a contribution to the pre-referendum debate.

The report showed that the weight of evidence was overwhelming that British industry favoured continued membership of the Community, and that it did not believe that there was any effective alternative.

Only a handful of CBI members trading divisions in their companies did not share this majority view. In the main these companies relied on

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Shipping in favour

THE BRITISH shipbuilding and shipping industries have not been affected to any considerable extent by Britain's entry into the Common Market. They are both industries operating internationally in extremely competitive markets and no clause in the Treaty of Rome so far has affected this state of affairs.

In the shipping sector, U.K. shipowners showed little enthusiasm one way or another when the U.K. entered the Common Market two years ago. The attitude then was that shipping was an international industry and that there were already close connections with European shipowners within the numerous shipping conferences and also through the International Chamber of Shipping.

Now, however, U.K. shipowners see membership of the EEC as being much more important, in effect, as members of a "club" which must oppose the move by developing countries to discriminate in favour of the national flag ships carrying their cargoes. The recent UNCTAD resolution, proposing a "40-40-20" shipping trade under which the flag vessels of two countries trading together would share 80 per cent of the trade, with "outsiders" competing for the remaining 20 per cent, could destroy much of the trade of British and European shipowners who specialise in the "cross trades"—in effect common carriers with no national base in the countries where they serve.

This convention needs the agreement of a number of countries before it becomes effective and the traditional maritime nations are convinced and, therefore, on its foreign general run-down in shipbuild-

ing subsidies.

Early this month Mr. Tim Bolton, president of the General Council of British Shipping—the voice of the U.K. shipping industry—said that before British accession to the EEC in 1973, "we had, after two years' study by a committee of shipowners representing every branch of the industry, concluded that the balance of advantage and disadvantage for British shipping entry was pretty fine but came down in favour of joining."

Now, said Mr. Bolton, the British shipbuilding industry also has not been, and does not expect to be, affected by membership of the Market.

There are no tariff barriers within the Treaty of Rome but said one leading British shipowner. "If we were forced to place our orders only with British yards at prices which are uncompetitive we stand to lose in trades which bring into Britain a large part of our invisible exports". Any move by a British Government to force British shipping orders into U.K. yards would certainly contravene the Common Market Treaty.

As the world shipbuilding orders books are run down during what appears to be a lengthy recession, competition for the new contracts available will intensify. Charges have already been made by U.K. shipbuilders that Japan is "dumping" new tonnage on the world market at prices which are only 60 to 70 per cent of prices quoted by British and European shipyards.

This charge has been hotly denied by leading Japanese shipbuilders but if it proves to be true the British industry, although it would try to mount a common front with Continental and Scandinavian shipbuilders, obviously would be reassured if the U.K. in the years ahead was still a member of the EEC so that they would have the backing also of a united European government front.

Common Market shipbuilding policy at present is far from common. In a survey of the Nine's shipbuilding industries H. P. Drewry (Shipping Consultants) said that EEC policy directives so far have three incompatible aims: to modernise EEC shipyards; to reduce national subsidies; and to safeguard shipbuilding employment.

This last aim, as the survey rightly points out, is the most politically sensitive and is irreconcilable with the first two objectives.

James McDonald
Shipping Correspondent

Whatever the answer, Deinhard will still be in Europe.

For five generations, Deinhard have produced some of Germany's finest wines and supplied them to a discriminating British Public.



The House of Deinhard
A European Company
Founded Koblenz 1794—London 1857

that their governments will not trade would be very damaging. In both respects British shipbuilding does not contravene the Treaty of Rome and since most of the major U.K. shipbuilders are in regional support areas, "there is a clear escape route for direct support, or subsidy," says one British shipbuilder, even though there is nothing in the nationalisation Bill that gives the Government powers to subsidise the industry.

U.K. shipowners, however, are apprehensive about the possibility that a nationalised shipbuilding industry, in a period of little work and intense competition in a world industry of overcapacity, may be their only shipbuilder. "As an international industry we must order our ships in the cheapest markets," says Mr. Bolton.

There was a direct connection between the strength of the British economy and the prosperity of British shipping.

The U.K. economy and its trading strength would suffer by withdrawal from the Common Market. "So, too, would British shipping directly or indirectly," says Mr. Bolton.

Now, said Mr. Bolton, the industry declines to be affected by membership of the Market.

There are no tariff barriers in the shipbuilding world but said one leading British shipowner.

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Steelmakers need strong nerves

THE NINE members of the

European Coal and Steel Com-

munity are now expected to

produce not more than 140m.

tonnes of steel this year, com-

pared with 156m. tonnes in

1974. The utilisation of capacity

is being made to get third country

export prices up, supported by

the ECSC rules. This may im-

pact during the period

between the ECSC and the

U.K. Government over

Corporation's plans to cut co-

per cent below last year's

levels.

It may seem a contradic-

tion that the

strong nerves among the indus-

try have been expressed by

the ECSC members

in the U.K.

import and price controls is that

it may have been reluctant

to flex its muscles in an area of

policy where the British

Government is very sensitive

and where anti-market capi-

talism is not allowed to

exist by a reduction in its

costs and runs up a de-

mand of £200m. as a result, others in

the ECSC could be

that this constituted a form

of subsidy.

To a very real extent, it

fore, the rules of the E

could be used by both pu-

and private sector steel inter-

in the U.K. to ensure that

are given more freedom by

Government to manage

their own businesses.

Surprisingly, however, it

not this effect of being par-

the Community which ca-

the present Government con-

during the renegotiations

preparation for next mor-

referendum.

The main problem, as

Government sees it, is

under the ECSC rules it

loses its powers of direct con-

over investment in the pri-

sector, though not of co-

in the much larger pu-

sector.

All this has meant so fa-

that one company, Greek-ow-

cannot be prevented from bu-

ing new mini steelwork

South Wales, which will

on a supply of ferrous s

which may run short from

time to time.

Nevertheless, the principle

considered important enc-

for the Government to be di-

mined to sort out this que-

of investment control after

referendum if, of course,

it is obviously not a good time for

U.K. remains a member of

Community to shout about it. They

feel that membership of the

Community has freed them from

Harold Bol

Forecasts

The Commission has also

began an urgent revision of its

present forecasts for the steel

industry this year in order to

provide companies with better

guidance on the market situa-

tion.

The basic argument of the

Commission is that the present

crisis is essentially short-term,

falling into the normal cyclical

pattern, and that it would be

wrong to respond too quickly

to appeals for help which would

involve imposed restrictions.

On the other hand, it could

equally well be argued that

fault lies with the BSC, in that

it has not responded with suffi-

cient flexibility to market con-

ditions.

For the most part, however,

the nationalised British Steel

Corporation and the private

sector members of the British

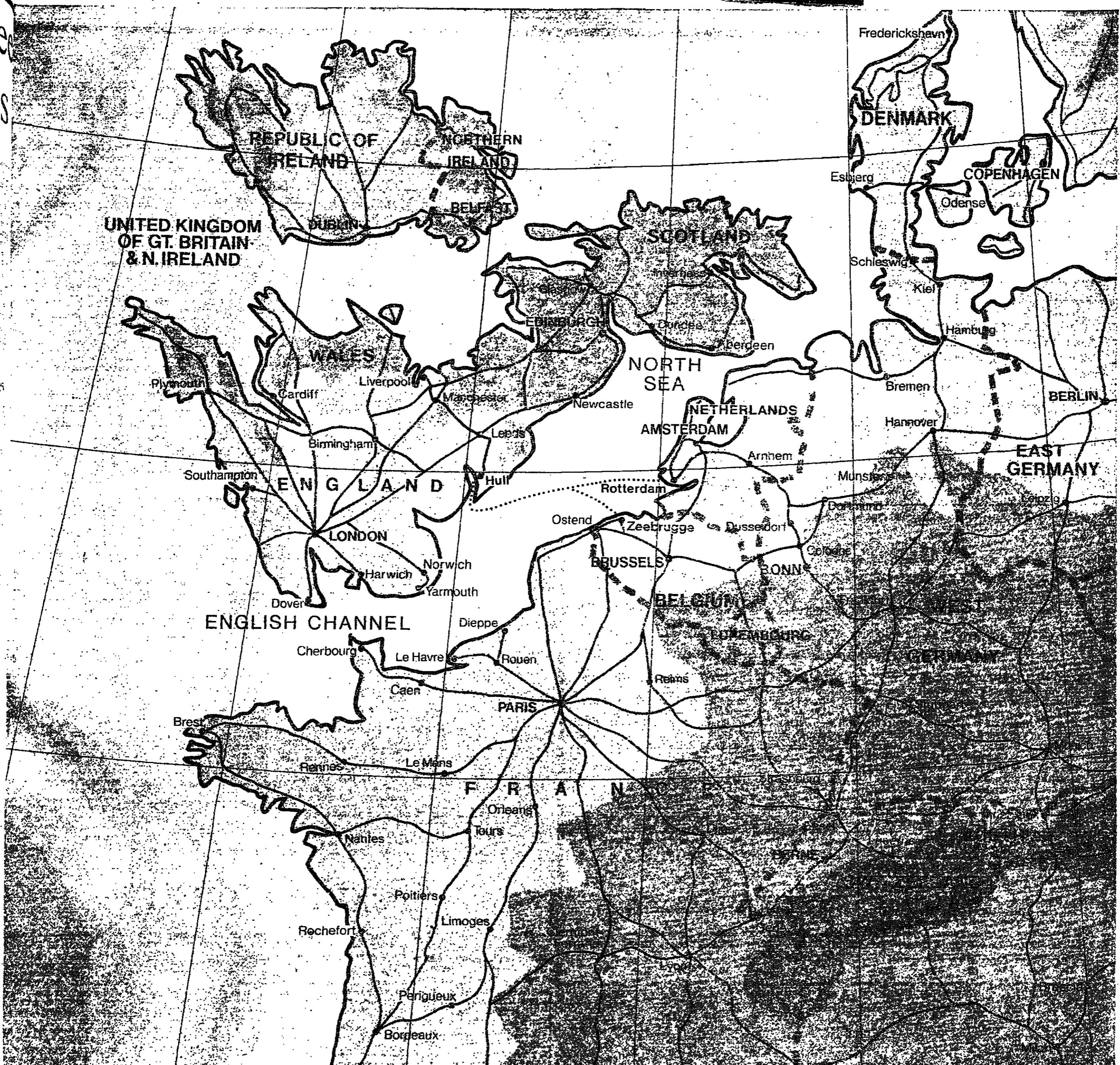
Independent Steel Producers'

Association are very well satis-

fied with the benefits they have

gained from membership of the

ECSC.



We've made your entry into Europe a little easier.

Wimpey have just completed a £2½ million project for the British Transport Docks Board.

The Princess Margaret Terminal, Hull.

To get you to and from the Continent quicker.

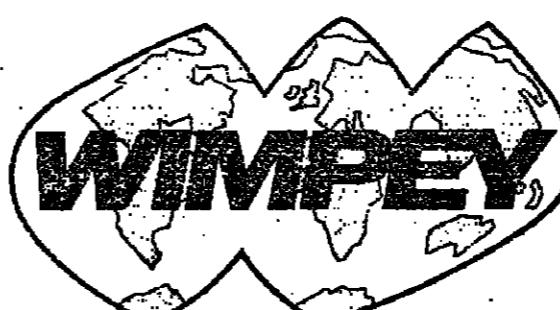
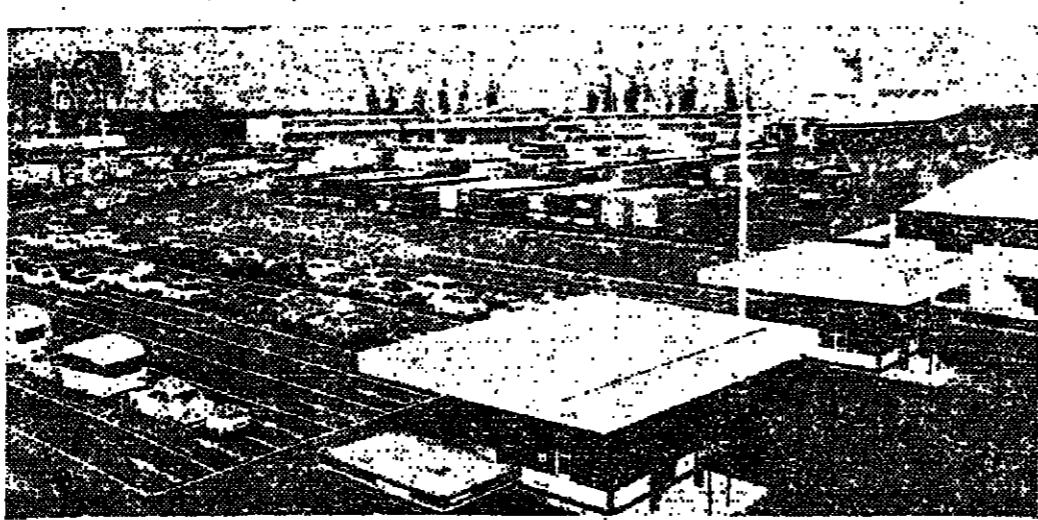
Taking pride of place in the new complex is a roll-on/roll-off ferry

terminal redevelopment, believed to be the largest of its kind in Europe and covering an area of almost 36 acres, including four ferry berths. This terminal will speed up continental traffic flow and unloading to a standard few other docks can attain. Also incorporated in the complex-

covered accommodation for cargo/customs inspection, separate buildings for passengers on foot or those taking cars, extensive marshalling areas and new access roads.

Versatility is the trademark of Wimpey in all its activities. Whether building dams or factories, offices or houses, or runways for a huge international airport, we bring the same expertise to bear.

So bring us your ideas. And we'll give you results.



Designed by the British Transport Docks Board under the direction of the Chief Docks Engineer, Humber, P. K. Brown BSc, C. Eng, FICE, FIMechE, FCIT.

BRITAIN AND EUROPE XII

PLEASE HELP US
TO KEEP
BRITAIN IN EUROPE

At Britain in Europe the co-ordinating campaign to win a Yes vote at the forthcoming Referendum, we urgently require contributions for our campaign fund.

Please help us with a cheque or postal order for whatever you can spare. Every little will help.

Thank You.

Mail your contribution, payable to Britain in Europe, to the Campaign Fund, Britain in Europe, 149 Old Park Lane, London, W1Y 3LN.

Vote Yes to keep Britain in Europe

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Financial Times NEWSLETTERS

As part of the range of newsletters which the Financial Times Ltd. supplies four are directly concerned with European matters.

EURO — MARKET LETTER (Weekly)

A confidential report on international and domestic capital and money markets. The letter opens with a news summary of events occurring within the world market. It usually concentrates on two or three significant items followed by a resume of the rest of the news. This is normally followed by a section devoted to medium term financing. Under the heading 'Eurobonds', details of rates and banking transactions are described, and a list of prices of recent dollar bond issues are also quoted. Detailed reports are given of domestic money markets in the major financial centres. Finally, there is a synopsis of the state of Euro-currencies followed by a short listing of selected Euro-dollar rates.

BUSINESS LETTER FROM EUROPE (Weekly)

The monitoring of key business developments on the continent is the prime aim of this letter. Concise weekly reports cover such key topics as developments and decisions in the Common Market Commission, duties and tariffs, finance and taxation measures, imports and exports, key business developments within individual European countries, industrial output, labour relations, agriculture, and developments in key industrial and commercial sectors.

THE FIGURES on the U.K. last two years — many of which could have been sold in the then boom conditions, and therefore must be accounted firm losses.

The result of this has been fewer cars to sell on the Continent, and a still further slump in car exports the U.K. share of nearly every major market has fallen back. Yet the British car assembly and component manufacturers are standing squarely behind the European ideal.

This is not as paradoxical as it sounds. For one thing, no one in the industry expected immediate benefits to flow from entry. Indeed, there was general acceptance back in 1973 that in the early stages EEC membership would mean a certain amount of slippage against the rest. The original Six, it was argued, were already well geared up on a Continental basis, and had a sound base from which to extend into another market. The U.K., on the other hand, was still a learner in Continental terms.

Secondly, a combination of factors led to a weaker performance than expected overseas by the British industry. It is calculated that some 1m. cars were lost through stoppages of one kind and another over the much larger market

Much of the strength of this economists in the industry, who imports growing much more shown that technologically the argument rests on predictions see Europe still lagging behind the U.S. in terms of growth within Europe. Historically this has been more per person, and thus some way vigorous both in general terms away from "saturation" point (an annual rate of growth of 3.6 per cent. in the Six coming) — while its GNP is still growing with 1.6 per cent. in the last ten years to this argument by the U.K. over the last decade), and present resurgence in Germany, but it could, of course, be undermined by such a deficit of £52m. and by being imposed in Britain in the late unpredictable events as the oil

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Overseas sales of British television series, now running at the rate of \$40m. a year, rival those achieved by the U.S. Arthur Sandles reports

A cash lifeline for British television

FEW weeks ago, there was national TV Productions Market headline in the American in Cannes this year (MIP-TV), now in newspaper, Variety, toadden a few clinking British is each year growing more like an international motor show hearts: "Brit. Catching U.S. In Seas TV Sales Race," it declared. Both "countries" are running at around \$40m. a year, the export of their television programmes. The U.S. had edge slightly last year, but Britain promises to take the lead in 1975.

For British television this is a valuable lifeline. With commercial television advertising revenues having been a little ad during the winter months, although reviving recently, and the RSC constantly complaining about its lack of cash, the profits which are flowing in as a result of foreign sales are more than valuable; they are essential. And sales are fairly evenly distributed. The BBC, whose Enterprises division operates under Mr. Peter Dimmick, has just produced \$4m. gross from sales of programme exports in the last financial year.

Sir Lew Grade's ATV beats that, perhaps, even doubles it, but ATV has a habit of making programmes with the world market in mind, while the BBC claims that this is certainly not the case. Most of the commercial majors have considerable success in the export field and even some of the smaller companies, Anglia, for example, with its Survival programmes, derives valuable overseas revenue.

While much of world commercial activity is, to say the least, sluggish at the moment, sales of television programmes are as lively as they have ever been. Throughout the world television companies are hard pressed for cash, and with foreign-financed products costing a great deal less than domestic production, there is a degree of temptation to look elsewhere. The Interna-



Britain's image abroad: "Upstairs, Downstairs," the London Weekend television programme sells well overseas, and recent buyers include Saudi Arabia and Iran.

for their product. These have some broad guidelines. Austria are about to see themselves changed very little in the past decade. The most that a producer will pay foreigners about \$400 struck off the selling lists. Haiti, for a half hour episode, Mexico, Nicaragua, Kenya and Gibraltar have all been paying as little as upwards of \$3,500. The biggest \$30 per half hour for some of their imported television material and exporters in both the U.K. and U.S. are questioning the sheer cost of administration and distributing the prints.

Mr. Dimmick talks of "rationalising" the BBC television sales areas and concentrating on those which are actually profitable. Mr. Richard Price, who heads a marketing agency bearing his name and acts for London Weekend, Grampian

and Westward abroad, is considering the possibility of total to more than \$35m. If that pace were to continue the companies would be in a somewhat happier position than most of them were predicting last autumn. However, the cut-backs are continuing, with early closing and late starting being the most obvious indications to the general viewer.

Mr. Richard Price is also optimistic that the product will continue to flow. "LWT will concentrate on quality rather than quantity, I think." If that proves to be true there should be no fall-off in sales, because there is already an abundance of product and a reduction in the amount will not affect the market in the same way as a fall-off in standards might.

The great strength of U.S. television is the filmed drama series of the "Hawaii Five-O," "Kojak" type which has hardly been seen in Britain since the days of the "Avengers." ATV has long been tempted by this market and has had one or two attempts with mixed success. Now Sir Lew is contemplating another bid with a series called "Squad X" which would be based on the operations of an Interpol unit (however unlikely that might be) in Europe. He argues, incidentally, that British television is selling abroad not necessarily because U.S. product is worsening, but that ours is and perhaps three. Now, however, it is beginning to look a much better bit limp with inflation at its

height. Mr. Dimmick is convinced that he can double BBC TV sales abroad fairly quickly, but even he is having difficulty to package 26 week series by linking programmes with a generic connection.

But this is not likely to be a major trend. Mr. Dimmick says that there is no sign of a fall-off in the standard of BBC product and the same argument is put forward by his commercial television rivals. Sir Lew Grade, who reckons he will gross \$8m. internationally from his

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Discreet

Less obvious, for the moment at least, is the greater reliance on repeats. To some extent this is hitting the advertising ancillary operations more than television itself. Advertisers are detecting their commercials have slightly longer life these days, and the units which make the advertisements, often employing highly paid film industry staff, are having a thin time.

ITV, with its federal system and diffused commercial performance, can be much more discreet about its money-saving activities than the BBC.

The Corporation's additional £5 on the colour licence fee may have seemed a great deal in January when it was applied and when it was said that it would last for at least two years

it is worsening, but that ours is and perhaps three. Now, however, it is beginning to look a much better bit limp with inflation at its height. Mr. Dimmick is convinced that he can double BBC TV sales abroad fairly quickly, but even he is having difficulty to package 26 week series by linking programmes with a generic connection.

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20 per cent wage rise which, it was said, breached the social contract. Now weekly paid employees are likely to seek 30 per cent, when their agreements end in June, and the monthly paid staff may not accept less than that for their October settlements.

Perhaps soon it will not be able to import as many of those foreign programmes as it now does.

Letters to the Editor

Commodity prices

From Professor H. Stigler.

Sir.—I refer to "The Search for market stability" (May 8). In this article you object to the indexation demanded by developing countries, but apparently rejected by Mr. Wilson in his proposals to the Commonwealth Conference in Jamaica. You support Mr. Wilson "on the grounds that there would be endless disputes about the base period from which parity prices were to be calculated."

May I point out that a logical error seems involved here. Indexation may be a good thing or a bad thing, and so may be the fixing of minimum or maximum or agreed long-term, purchase prices contained in Mr. Wilson's proposals. If however minimum or maximum or agreed prices for individual commodities are accepted, there is no further distortion or "ossification" involved in putting these prices on a real basis by tying them to some agreed index of manufactured prices imported by the developing countries. Indeed in an inflationary era one cannot really expect producers of primary commodities to tie themselves to any money prices without some kind of protection. Far from provoking "endless disputes" indexation in this case would in fact avoid such "endless disputes." "Endless disputes" about adjustment would be inevitable if some kind of indexation is not accepted.

I repeat that this is not a substantive argument in favour of indexation or any other commodity policy, but it is an argument for stating that if price-fixing is accepted there is no basis for resisting indexation. Indexation should be treated as a negotiable issue, as indeed I presume is also the British official position.

H. W. Stigler
Institute of Development Studies
University of Sussex
Andrew Cohen Building
Falmer, Brighton

Electoral reform

From Mrs. H. Derrick.

Sir.—As a long-standing member of the Electoral Reform Society I was delighted to read Mr. Ronald Munir's (May 8) article. There has been too much noise to attempt to "sell" it. Remarking what happened to Mr. Heath when he tackled the miners' union as any Tory leader would be bound to do.

The argument about reducing the link between MPs and constituents in multi-member constituencies is to my mind, fallacious. People would rather take their problems to an MP, than to a constituency, if they had voted for and would do so, as now, by writing to the House of Commons, since "surgeries" are only convenient for townswellers, in general.

H. M. Derrick
The Change, Randolphs,
Stroud, Glos.

seats in the House so that the Labour people are allocated 20/50ths of 650 seats (260 seats), Tory 22/50ths (268 seats), Liberal (78 seats) and the SNP and Communists (18 seats) each.

The leader of each party (or his committee) could allocate his party's seats to whomsoever he or they desired. After all, in a Parliamentary Election, most people vote for the Party irrespective of who the candidate(s) may be.

W. McMillan
Albert House,
29, Finsbury Road, Glasgow.

Liberals out

From Mr. G. R. Clark.

Sir.—Each Labour Government since 1945 has been further left than the one which preceded it. That the Labour Party is a coalition of proletarian socialists and bourgeois social democrats is a fact which is commonly accepted. That the former group now have a decisive edge over the latter (Mr. Wilson notwithstanding) is not so widely understood.

The coalition holds together for a number of reasons, most importantly because of the work of our electoral system. That system allows for alteration in the power of the two major parties. And that system, by which the properties to be reactivated belong to uprooted Greek Cypriots and in some cases to Britons, is an admirable stability in our political structure, as well as a remarkable loyalty among members of these major parties. This is dangerous to-day, and contrary to international law, especially the 1949 Geneva Convention of 1949 and the European Convention of Human Rights.

The astonishing influence of only one half of the governing party, representing at most only 20 per cent of the electorate, may well be permanently curtailed as a result of the coming referendum.

Mr. Munir refers, inter-alia, to the 80 per cent of the citrus groves of the island and to the power of the two major parties. And that system, by which the properties to be reactivated belong to uprooted Greek Cypriots and in some cases to Britons, is an admirable stability in our political structure, as well as a remarkable loyalty among members of these major parties. This is dangerous to-day, and contrary to international law, especially the 1949 Geneva Convention of 1949 and the European Convention of Human Rights.

Mr. Munir's suggestion for such curtailment by the invaders and exported, as is proportional representation. Mr. Munir says, in this country, which would certainly end the those who import this fruit in exaggerated the Left's in the U.K. are nothing more than receivers of stolen goods.

Would not a better solution than PA be the damping of the citrus PA? With its

efforts of Turkey to exploit those parties of millions of Liberal votes would, I believe, placed by force out of their most effectively and the distortion of influences to which I then referred.

Geoffrey R. Clark
3, Burton Road,
Yeovil, Somerset, BA2 2PL.

U.K. health at work

From Mr. George Wansbrough,
External Relations
Chemical Industries Association.

Sir.—Dr. Clutterbuck's reference to U.S. health studies (May 8) on various chemicals must not be allowed to detract from the pioneering work carried out and sponsored by the British chemical industry, particularly in the health aspects of PVC production in which we have been among the leaders.

We wish it were as easy to compare the environmental pounds of assets and myriad

competitors. Perhaps one misrepresents. Perhaps one misrepresents the report; but it is difficult to regard a report as comprehensive which has no word to say about home market distribution.

It is so certain that a development organisation which produces volume cars at the right price will also produce first class Jaguars and MG's and Triumphs? The designers of the latter are a different type of animal and should live cheek by jowl with the works where the vehicles are made.

Perhaps condensation of the report gives a false impression, but if I was commissioning or furnishing a document, vital to affecting a million workpeople, hundreds of millions of money and the reputations of able and devoted executives, I would look for a much more comprehensive and convincing document.

British Leyland ought not to receive any promise of hundreds of millions of tax-payers' money unless a chief executive had been available with suitable experience, prepared to take responsibility for saying that it is reasonably sure of earning its living in a fiercely competitive world.

The minimum requirements are (a) guaranteed observance by the trade unions of established procedures; (b) no strikes except after a ballot; (c) no Government interference with manning levels proposed by the management.

George Wansbrough,
Udmore Lodge,
Udmore Cottages,
Outerbarrow Hill, Winchester,
Hants.

Back-doors to the EEC

From the Editor,
Common Market News.

Sir.—If Mr. Douglas Jay pursued the logic of his argument in EFTA and the EEC (May 8) he would normally reach the conclusion that there is no point whatsoever in leaving the EEC.

He would then be faced with the difficulty of identifying these Left-extremists with anti-Market, who are acting in defiance of the will of their more moderate colleagues, and will not be allowed to do so if this Government is confirmed in office.

The illusion is based upon the absurd idea that Messrs. Benn, Foot, Mrs. Castle, etc. are anti-Market. The reverse is true. They are Left-extremists with anti-Market, who will bring the Government in such a fix that it may be possible to get rid of it; while a pro-Market vote will confirm it in power until it has broken the back of all resistance to the State Monopoly and Administration of Justice.

The illusion is based upon the absurd idea that Messrs. Benn, Foot, Mrs. Castle, etc. are anti-Market, who are acting in defiance of the will of their more moderate colleagues, and will not be allowed to do so if this Government is confirmed in office.

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COMPANY NEWS + COMMENT

Further growth for British Rollmakers

THE CURRENT year has started well for the British Rollmakers Corporation, particularly on the export side, although there is evidence that some of the group's major customers are beginning to experience difficulties," states chairman Mr. D. F. Dodd.

Despite this, he is hopeful that the 1974 figures will show a further advance, not perhaps at the rate of the second half of 1973, but nevertheless of "satisfactory proportions."

As reported April 10, group pre-tax profit rose from £1,524,960 to £1,825,683 in 1974. The chairman points out that this result still represents a return of only 13.3 per cent on historic capital employed—a rate which could have been obtained on Local Authority deposit. It is calculated on a pre-tax cost of assets employed the "return would compare very poorly with even the lower rates of interest now prevailing."

However, sufficient funds had been accumulated in earlier years to have enabled BRC not only to meet the increase in working capital, but to spend substantially on the construction, modernisation and extension of manufacturing facilities. These reserves of cash have now largely been absorbed. Facilities are available from the banks and the capital markets but at a cost, necessarily confined to interest charges, which would lead to a diminution of profit already inadequate, says Mr. Dodd.

During the year the rollmaking division continued to be very active in the export market with the "most significant result" that at each of the two main plants export orders exceeded home orders for the first time. In the division direct exports increased by 60 per cent and amounted to 40 per cent of total sales.

Referring to a "very severe expansion of working capital particularly in the last two years," the chairman explains that inflation has been the main contributor. The group experiences an ever present requirement for further working capital just to maintain present activity levels.

During the year there was a net outflow of liquid resources of £543,000 (£580,000)—including a reduction in short call loans, bank balances etc. of £1.3m. (£504,000), and a net reduction in provision for current tax, ACT and dividends £669,000 (£124,000).

Meeting, Birmingham June 4 at 12.15 p.m.

• comment

British Rollmakers' finished 1974 on a sound note with price increases and some volume growth bolstering margins on the roll-making side and a strong trend in exports, which accounted for over 60 per cent of the sales gain. However, the late push has left some scars on the balance sheet. Working capital requirements have risen by 22 per cent while the net cash position of £1.3m. has almost completely been exhausted for the current year. BRC will be faced by deteriorating trading climate in the U.K. steel industry while a two-month foundry strike is bound to leave its mark in the first half. The shares are yielding 13 per cent at 28p.

Woolworths (Australia)

Providing trading conditions do not widely fluctuate in 1974 with margins falling by more than four points (to 11.8 per cent) Mander's had a tough time in 1974 with margins falling by more than four points (to 11.8 per cent).

• comment

There was a bank overdraft as at December 31, 1974, of £1.59m. (£240,858).

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The increase in net revenue was entirely due to the highly liquid position maintained throughout the year. This policy of disinvestment also cushioned the effect of the fall in the Japanese stock market on the net asset value of the Company which fell by 10% during the year.

As expected, corporate profits declined during 1974 and the move out of recession is likely to be slow. By March 1975, however, the success of the counter-inflationary measures taken by the Japanese Government was becoming apparent and it is hoped that this will bring about an improvement in economic conditions.

The Board remains convinced of the potential for investment in Japan for long term growth and, in view of the prospective move out of recession, has initiated a cautious and selective policy of re-investment.

Copies of the Report and Accounts are available from The Secretary of the Company at 3, Lombard Street, London, EC3V 9AQ.

HIGHLIGHTS

The week-end post bag contains a number of company reports, including British Rollmakers, Manders and Bowthorpe, and the common theme here is a substantial increase in working capital requirements. The remainder of the week appears to be equally as busy with a number of top line companies producing results. The insurance sector is well represented with first quarter figures from Commercial Union on Monday, and from Royal Insurance and General Accident on Wednesday. To-morrow, Rank Movis is producing interim figures while on Wednesday British Leyland is also reporting its interim. Thursday is by far the most active day with interim figures from the Royal Dutch Shell Group and prelims from Dunlop, Boots and First National Finance.

maintain its dividend at 15 per cent) against a background of poor demand, and a £250,000 Australian acquisition making only a minimal contribution to profits against all prior expectations.

With working capital requirements rising by 35 per cent last year, and the group's bank balance moving £1m. into the red (compared with net cash of £1m. in 1973) it is understandable that the group should wish to increase its borrowing facility. However, what is surprising is that it is doing so without incorporating the £3.4m. surplus on the group's balance sheet on the plus and printing ink side may be showing some signs of improvement so far in 1973, but with the Mander Shopping Centre still some way from completion (£1.2m. is scheduled for this investment in the current year) and unlikely to contribute anything to profits, this year, the shares at 31p, yielding 9.4 per cent, are giving little away.

Boustead chief sees progress

THE SPREAD of interests of Boustead, formerly Taiping Rubber Plantations, ensure that the company can be reasonably confident of maintaining a satisfactory rate of progress during 1975, states the chairman, Mr. H. B. Roper-Caldbeck. In his annual statement:

He reports that there are a number of new developments under consideration aimed at providing further growth.

Mr. Roper-Caldbeck states that 1974 agricultural operations proved most satisfactory due to better than expected prices for rubber and palm oil and to a substantial increase of crops from the palm oil areas. The directors have approved a long-term replanting programme which is aimed to increase the acreage planted to oil palms to just over 30 per cent to close on 40 per cent, he adds.

Oil palm prices peaked during the last quarter of 1974 and have since declined. However, the chairman says, even at current prices the directors are reasonably confident that the increased crops forecast for 1975 should ensure profits no less favourable than those achieved in 1974.

As reported on April 22 the company's pre-tax profit fell from £1.83m. to £1.71m. in 1974. Dividends total is up from 1.745p to 1.869p net.

Net attributable profit was down from £9.91m. to £9.81m.—split as U.K. paint and printing ink companies £15.8m. (£668,196), overseas printing ink companies £1.545m. (£152,164) and U.K. property £120,700 (£90,083).

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Waterford Glass Limited

Well-based for expansion

Salient points from Senator Patrick W. McGrath's Statement for the year ended 31st December, 1974.
The Smith Group figures have been included for the first time, and I am happy to say have made a satisfactory contribution to the turnover and profits of the Group. The overall group results are considered to be satisfactory in view of the very heavy increase in the cost of wages, salaries, materials, energy and other items. Shareholders will also note the very significant effect of the high interest charges which amounted to £1,728,000 compared with £524,000 the previous year.

Profits and Dividends
Group profit before tax amounted to £3,545,000 compared with £2,622,000 the previous year. A final dividend of 12% is proposed, which together with the interim dividend of 8%, makes a total of 20%, the same as last year.

Parent Company
In my statement last year I mentioned that a more flexible

approach to prices had been adopted and as a result our profit margins improved during the first six months of the year under review. However, the onset of increased costs continued unabated so that the profit margins for the second part of the year were inadequate. Further price adjustments have taken place and it is anticipated that normal margins will be restored. Demand for Waterford Crystal continues at a very high level. The emphasis on diversification over the last few years has given the Smith Group a much broader base and the contribution from its non-motor activities is growing significantly.

Emulsions per share in pence, adjusted

Year	Emulsions per share in pence, adjusted
1970	1.11
1971	1.63
1972	1.95
1973	1.98
1974	2.25

Aynsley China Ltd.

Once again record production and sales were achieved by this company. Profits also increased, and expansion of the company's facilities together with its products and its markets continues.

Switzer Group

The capital programme embarked upon last year has still not been fully completed but vast improvements have been made in most of the group's retail outlets. It is expected that most of the alterations will be completed by the middle of the summer and that increased trade and profits during the autumn will restore the group to a more satisfactory level of profit.

John Hinde Ltd.

This company, once again, had a successful year with a satisfactory increase in turnover and profits.

Smith Group

Sales of Renault cars were extremely satisfactory during the year and the units sold and percentage of market share increased.

The two other major activities of the group, namely construction and hire purchase, increased their contribution.

Accordingly, the Smith group profits were somewhat ahead of budget and also ahead of the results for the previous year. It is hoped that all the areas of this group's activities will expand in turnover and profits during the current year, although it is difficult to forecast performance in the motor industry.

The emphasis on diversification

over the last few years has given

the Smith Group a much broader

base and the contribution from its

non-motor activities is growing

significantly.

Future

Whilst the outlook for the coming year is extremely difficult to forecast, your group is well based for a considerable expansion and improvement in its profitability. Barring a further serious deterioration in the economic situation I would hope that the current year will show further growth.

Copies of the report and accounts may be obtained from the Secretary, Kilberry, Waterford, Ireland.

Hand-
engraving a
Waterford
Crystal vase.



We should be told the good news about Britain, Mr. Wilson insists

FINANCIAL TIMES REPORTER

QUESTIONS ranging from the sort of square miles of London social contract to the prospect where all the gossip hot house especially raised when the Prime Minister was interviewed at Chequers yesterday on Weekend World, the London Weekend Television programme.

Talking of the Britain he found on his return from the Commonwealth Conference in Kingston, Jamaica, Mr. Wilson told interviewer Peter Jay:

"While I've been away, in fact nothing has happened. There hasn't been a single new index published, but I come back and find not only journalists, commentators, but some politicians rushing round like wet hens as though some devastating crisis has hit the country."

"As far as I can tell, an American journalist, very distinguished, either came over or rang somebody up, talked to the was paying sufficient attention to that kind of cocktail circuit in that

"Now if you exclude the oil figures, we have been for the last three or four months pretty well in balance. Now that is not good enough. We've still got to pay for things that were going right, in

"I'm not blaming anybody. We had in autumn 1973, say,

"On the trade balance, Mr. Wilson said that "even before the oil surcharge hit us, before

"But in fact, of course, things were far worse with the three-day week, with the country divided with the compensation is good news."

"Coal: we've had greater problems, less productivity is rising to record levels and we're getting things happening."

"He added: "Isn't it right when people have put in a

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FINANCIAL TIMES REPORT

Monday May 12 1975

FRANCHISING IN BRITAIN

The concept of franchising has been slow to gain popularity outside the U.S. However, more and more small operators in the U.K. are beginning to see the benefits that can accrue by using the expertise and capital of a central organisation to produce efficiency.

Concept catches on

NOBODY KNOWS who invented franchising, or when the idea first began to gain acceptance. But almost everyone would

agree that the inventor was an American. Although purely European and purely Japanese franchising operations exist, the overwhelming majority of franchises are American based. The U.S. with its ready access to capital, its belief in the small entrepreneur, its readiness to adopt new ideas and its enormous spread of service industries provided fertile ground for the franchising concept. In some ways, it remains an essentially American concept, an American way of selling American products and services.

Certainly most of the really successful franchising operations which come easily to mind, from Coca-Cola bottling, to Hilton hotels, Kentucky Fried Chicken, Budget, Rent-a-Car, Singer and Avon Cosmetics are American-owned and inspired. Most of the European managed developments, such as the Wimpy Bar, have been quite closely modelled on American ideas and concepts.

The thinking behind the franchise system is obvious enough and the basic philosophy is applicable to almost any service business and, to a few simple manufacturing operations, as well. How often has one waited in mounting irritation in some branch of a large service operation for the sales clerk or operator to serve one? How often has one thought that if only the old days of the owner-operator were still with us, how much better would be the service?

Drawback

The drawback, of course, is that the owner-operator lacks the resources of capital and management expertise to grow rapidly. Too often a successful small grocer or newsagent or car-hire operator remains small, simply because the owner is too tied up in the day to day business of running his outfit to think about expansion, elsewhere. Thus, the owner-managed concern remains local and known only to its immediate clientele. In competition with the nationally-owned chains, which can advertise and market on a national basis, it inevitably suffers. It lacks the advantages of large-scale buying, the ability to carry satisfied customers from one town to another and many of the other advantages of scale ranging from public relations to legal services.

Although they require far more capital and planning, hotels were an obvious extension of the franchise concept. But, if some central organi-



A Kentucky Fried Chicken store

sation provided the expertise Americans travelling in Europe for running the business, the still more in Asia or Africa, are stocks and fittings, the design of the premises, the management training, the advertising, financial and accounting services and any other help, but left the running of the business to local talent, might one not get the best of both worlds? So at least runs the franchising concept.

Franchising is strongest and best developed in the food and restaurant business, particularly in the provision of convenience foods. Obviously restaurants have to be limited to a fairly circumspect size or they become unmanageable; equally the day-to-day problems of managing the staff and ensuring good service demand a highly committed manager, who ideally should be the owner.

Thus the development of franchising in standardised restaurants offering cheap take-away food, with everything from hamburgers and chicken to Chinese foods, pizzas and steaks has developed space. The franchise company generally provides almost all that the franchise holder needs to set up in business apart from the cash, providing standardised layouts and food, advising on the installation of equipment and the hiring and training of staff.

Although they require far more capital and planning, hotels were an obvious extension of the franchise concept.

local management and capital owner operations linked with an American name and national chain.

Manufacturing has proved more difficult area for franchising operations, since because the scale and firm resources required are so greater. And while it may be easy enough to find a man with the business ability to run a laundrette or a sandwich restaurant, it is a dim matter when it comes to a factory.

Formula

Coca-Cola, making use of a secret formula to ensure standardised world-wide product, but allowing local entrepreneurs to provide the capital bottling plants, is one successful example of such franchising. The Skol lager, with the same name and formula used by different breweries in different countries to mark a common product, is another approach.

Perhaps the most interesting arrangement though is where the manufacturer provides product but uses local talent to sell. Singer has always had such a policy of allowing machines to be sold through Singer shops, which were of form standard but privately financed and owned. In practice, which can be sold door-to-door. Avon has had considerable success with cosmetics and perfume with food container employing housewives as franchise holders for a commission. Mail order catalogues and book clubs sometimes sold in the same form.

With franchising employed in the provision of wedding dresses, cleaning drains, the sale of newspapers, the treatment of houses and hire and training of sales and typists, there seems little limit to the application of the concept.

James E.

Car rental operations

THE ONLY real franchise operation in the U.K. in car necessary in order to keep the car and van rental is Budget Rent operations running smoothly.

One of the linchpins to Budget's franchising operation is the extensive amount of advertising and promotion.

There are also direct mail shots to senior executives of companies. The profitability of the operation is linked to a 75 per cent utilisation during the seven months of the low season and over 80 per cent utilisation in the high season.

The cost of the Budget franchise is graded according to population and vehicle potential. For markets of over 50,000 it amounts to £3,000 of which £1,000 is payable immediately and the balance in four annual instalments of £500. The franchise is automatically renewed after each five-year period, provided the specified fleet growth has been maintained.

Each year, the licensee pays a fee of 10 per cent of gross turnover. This is broken down into: a) 5 per cent paid as a monthly car service. During the first 12 months it is spent on advertising and thereafter half is spent on promotion; b) the other 5 per cent is paid for the general administrative and supervisory services.

The target profits which Budget expects amount to 28 per cent on the average value of the fleet maintained. The firm does not say what success its licensees have had with this target rate, but points out that since many franchise operations are highly geared (with perhaps £10,000 invested by the licensee in his fleet and other costs and another £30,000 borrowed for capital expenses) the actual return on his money can be very high indeed. This 28 per cent return, though, is calculated on the operating profits. So with the high level of interest rates in the market today, the net return will be somewhat lower.

Budget normally likes to choose its licensees from existing motor dealers and distributors. When it first came to the U.K. it had a link with Vauxhall, the U.K. arm of General

Expansion

In looking at future expansion, the aim is to concentrate on improving the market position on existing licensees. Budget is keen to open in the South Wales, East Kent, South West and the high-urbanisation areas of London and Birmingham.

The reason that Budget became a franchising operation was to handle its strong growth during the 1960s—manpower and capital resources were small to really expand on a large scale. Then, in 1970, Budget became a subsidiary of Transamerica Corporation. The effects of its franchise operation has been to encourage some kind of rationalisation process on a cottage industry for between 60 and 70 per cent of car rentals are still carried out by the small one-man garage owner who hires cars as a sideline.

Still, given the growth potential, it is 15 per cent a year, the priority is to go for. Budget already has some 140 offices in the U.K. and a peak fleet of about 1,500 vehicles.

Roy Lew

Like your own business? invest in a Tandy hi-fi franchise!

Terry Leece



"My first year exceeded all my expectations... I opened a second store the same year on the strength of my first".

If, like Terry Leece, the idea of running your own show appeals to you then a Tandy Hi-Fi retail business is the answer. Terry's one shop which he took on twelve months ago, is grossing over £60,000 already! Little wonder six months after opening his first store, he took on another. Terry is already considering taking on a third store!

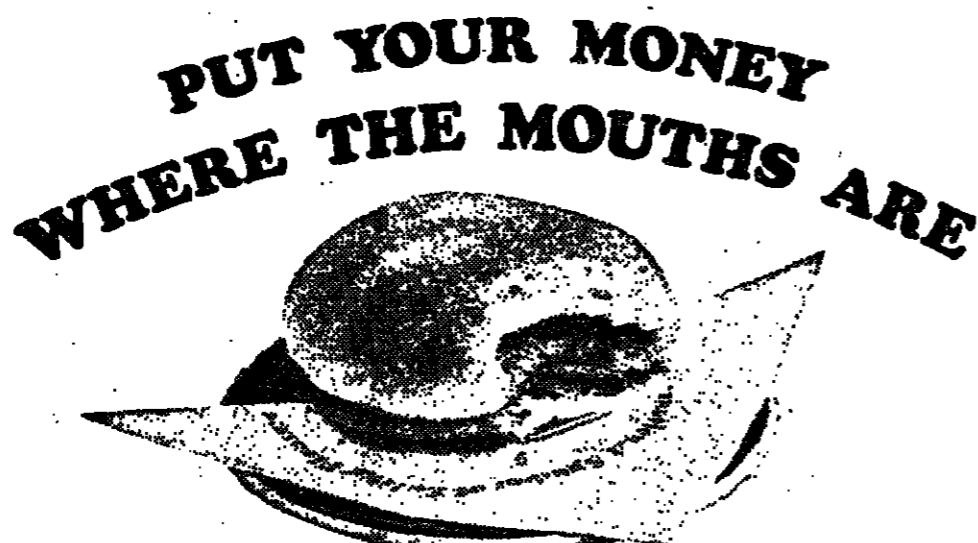
Be your own boss you outright owner of a franchise selling "exclusive" high quality Tandy audio and Hi-Fi equipment, plus components and accessories, ensuring high volume sales and healthy profit margins.

The TANDY Corporation is one of America's most successful companies with over 3,000 outlets in the U.S. and Canada. Since their arrival in late 1973 Tandy have already opened 100 stores in England. Soon every major town and city in the U.K. will have at least one Tandy store.

No experience necessary Tandy's 50 years experience ensures realistic training of the franchisee and covers everything from your own Grand Opening to everyday routine plus T.V. and press advertising with full merchandising and promotional support. A minimum investment of £17,000 is required. For further information, please write in confidence to The Senior Vice President, Mr. Richard O'Brien.

TANDY

Tandy Corporation (Branch UK), Bilton Road, Wednesbury, Staffs, WS10 7JN



Put your money where the mouths are and take a bite of the Wimpy business—the recognised leader in the Catering Franchise field.

If you feel it's time to profit by being your own boss and you have capital to invest, then a Wimpy Franchise is the ideal business proposition. With the backing of one of the world's largest catering companies, you can be sure of a good return on your capital.

The Wimpy Franchise is so comprehensive that you need have no previous catering experience, as it includes:

□ The corporate image and the use of the Wimpy registered trademark.

□ Assistance in finding and evaluating possible sites.

□ Extensive use of Wimpy design and development resources for a new site.

□ Research of markets and assessment of profit potential.

□ The training of managers, staff and advice on operational policy.

□ The provision of regular advertising and promotional support.

Wimpy owners come from all sections of the community, so come and join us and repeat the success by investing in this superb brand name. For further details on the Wimpy Franchise, please contact:

The Marketing Department, Wimpy International Ltd., 214 Chiswick High Road, London W4 1PH. Telephone: 01-994 6454



Wimpy International Ltd. is a member of the J. Lyons group of Companies.

Job invites

Major food sector

PERHAPS AFTER such a long period of domination by the fish and chip shop, the British fast-food industry was ripe for take-over, for a take-over there is as they say, to keep up. It certainly has been in the past. For every successful Wimpy Bar few years. Perhaps not naturally as yet, but without doubt in trying to launch pizza houses, many urban locations, Wimpy frankfurter emporiums, and Bars, Kentucky Fried Chicken omelet shops.

The key to the game seems to be that both sides in a food franchise arrangement must have resources. A reputable franchise operator does not much as the newcomer's agreement, of course. It is only relatively recently that fish shops have broadened their product range and most of them, being family operated units, have neither the resources nor the expertise to take on the invaders with much hope of success. The rising price of fish has not helped.

However, a quick look at the fast-food franchise business can very much give the wrong impression. Any potential entrant should treat with care. The rewards can be considerable, but so too are the dangers.

The champions of the franchised food business in the U.K. at the moment are, of course, Wimpy and Kentucky.

Wimpy start to peter out as the cash

resources are spent.

Food franchising in Britain is the troubled state of the economy at the moment. The fastest growing success for reasons which have long been argued over, and will years has been Kentucky Fried Chicken, although it too has debate for some time. So alien something of a 'shaky start.'

KFC is a classic of the food franchise business and indicates considerable wariness about the concept at first. At the same time, while in the U.S. there is often ample space for fast-food outlets on roadside locations in a society which is very much geared to the car, the same is not true of the U.K. It is not easy to find good new roadside locations in Britain, and this figure can vary considerably. Franchisors have instead had to turn to town centres, and it is here that they have had their greatest success.

Glamour

Food franchising has certainly not proved the fantastic growth business that was predicted in the late sixties. But, now much of the glamour and whiz-bangery has been removed, and left an industry which now has a sound commercial image and which boasts growth which, while per-

tinently very healthy considering done by the franchise holder after that is up to him.

KFC, Wimpy, McDonalds and other reputable groups require a fairly high degree of sophistication, and dedication, on the part of their franchise holders, and seem to do their best to dissuade the eager amateur who is tempted by independence but is not really going to maintain his eagerness over the years.

Most fast-food operations rely on their basic reputations of being able to supply their hamburger, chicken or pizza at short notice, almost whatever the hour. Therefore, the franchisee who seeks to set up an operation using only himself and his family as staff can quickly find the demands of a

7 a.m. to midnight, seven-day week, job a little less glamorous than he thought when he planned to open "a little restaurant of my own."

Franchised fast-food opera-

tions have been designed as money-makers for the small-to-medium investors rather than as a vehicle for the man who is looking for some way of dropping out from the rat race. It is a normal pattern for franchise holders to have

several outlets.

In Britain the main competi-

tion is not necessarily from

other franchise holders with

rival groups, but with the

Indian and Chinese take-away

outlets which have become so

much a part of the British way

of life. For all their apparent

impact, the American style

hamburger and the take-away

chicken shop have in fact made

a smaller impression on the

British eating scene so far than

Chinese restaurants.

Recent findings by the Cater-

ing Little Noddy, however,

would indicate that the tide is

very much flowing in favour of

fast food operations. The

British, it seems, prefer to eat

their food quickly and cheaply.

Perhaps this is a long way from

the image of a long lingering

dinner with time spent over the

port. Instead we seem to be a

nation of the quick hamburger,

eaten from a cardboard box. The

only lingering we do is over the

last few minutes of Coronation

Street.

Arthur Sandles

Hotels: a waiting game

IT IS extremely difficult to tell traditional American Inn than where traditional hotel opera that normally seen in Europe). tion ends and franchising rooms tend to be larger than starts to-day. There are, of course, franchising groups, but they have two king-sized beds a large number of hotels these in each room, in Novotel's there days have such confused ownerships as one double and one single ship and management contracts bed. They all provide swimming pools, parking for all that any of the major chains come, air conditioning, and was not in franchising in some late night eating facilities form somewhere. Most will leap at the chance of management contracts, consultancy agreements and even "join our marketing club" deals if given the chance. If you have a few million pounds which you are willing to put into the hotel business, you will have little difficulty in finding a well-known brand name to put in lights for very much less than £5,000 across the front door.

At one stage in the late-sixties it looked as if hotel franchising might follow the other forms of franchising into a boom position. The down-turn in the growth of tourism, the temporary surfeit of hotel rooms in some areas, and the lost glamour image of the hotel business has changed all that.

The two major hotel groups potentially operating in Britain are in fact run by Commonwealth Holiday Inns of Canada) and Novotel. Both seem to be pausing for breath at the moment, and there is no rush of British investors keen to put up the money for major franchised hotel operations.

The franchised hotel depends heavily, like other franchise operations, on a single image. Novotel is remarkably similar to the Holiday Inn, and

Novotel is nearer the enforcing of its market aim (although most franchise holders when

perhaps Novotel is nearer the

ments. Inns must be up to 100 per cent of the capital costs of the standard demanded by the property if the investor chain or they are dropped from the group. Senior staff are in planning, feasibility studies given corporate brain-washing and the like. This fee can, however, rise to 10.5 per cent of the total if the investor is looking for a "turn-key" operation which provides him with a complete, custom-built, hotel. After that each Novotel must spend 1.5 per cent of its turnover on centralised directed marketing activities, and a further 1 per cent on inspection and group management facilities.

The similarities between French Novotel and Holiday Inns are striking, but the French company, formed in 1966, has a strongly "Gallic" accent. It is already firmly entrenched in the European and has recently begun to spread its wings further to spread its wings further from home, including into the U.K. Making the most of the group and franchise organisation's traditional appeal of franchising, joint marketing and joint action. A chain which decides to standardise its reservation systems Novotel it might be a good marketing promotional material makes play to offer free accommodation strong claims for commercial performance. Those involved can have the whole idea it says, "know that a fully demolished by just one franchise holder who votes against it. In a franchise business, a minimum extra 20 per cent of occupancy over national and particularly one involved in as local averages. This is achieved as firstly by the group's insistence that the correct basis for marketing is a commercially over certain ranges of activity.

On balance, however, the system which gives the individual investor, or group seeking diversification access to Novotel franchise involves an widely known name and a measure of expertise, appears to be proving attractive to many who want to enter the hotel business. Perhaps when there are signs that the tourists are beginning to flow in again, the flood of franchise hotels will begin to rise once more.

There is also consultancy and management fees of up to 15 per cent of the gross turnover.

Arthur Sandles

The right advice

FRANCHISING IS A rather going for an ethereal industry. There is, The Centres have published a little legislation to control it useful booklet called "Obtain (certainly no direct legislation), a Franchise Guide for few figures to help monitor it Small Firms", written by Mr. and only a handful of consult M. Mendelsohn, a lawyer who firms and government bodies specialise in the industry. In which can help the prospective franchisee, franchising is defined not merely of a trademark or

A few franchise operations an invention but of an agreed blueprint of all the ways in which the business is to be run. Wimpy or Kentucky which the business is to be Fried Chicken or Budget Rent carried out and must minimise the risk inherent in opening any degree of failure and many new business.

So the individual seeking to have his own business through the franchise operation needs to come from others, while at the same time he is going to time the business will be recognisable as part of the large

help him there are a number of consulting agencies. The other franchisees.

The first to go to is the local Small Firms Information Centre, run by the Department of Industry, which must own the business to proceed with a franchise

The Centres have a useful information bank about what franchisees are available and can resource.

Business Ideas Letter and supplement the list through the local and national inquiries section. "Franchising", he says, "is not a passport to scribbles to the letter (at £1150

must himself be prepared to Institute. Mr. Caldough has a work hard to advance his business, however, much assistance of some of the more interesting

franchises available varying from take-away foods to driving tuition and fitting exhausts. But he warns against "rack-jobbing" which, he says, have taken over where pyramid selling left off. Basically, racks of goods are sold to the franchisee (perhaps small shopkeeper) who pays in advance.

(This is true too for other business areas in which small business men become involved.) In

of how much it will cost and this respect the banks do not the basis upon which the contract can be terminated. For attitude towards the operations of the concept. Mr. Mendelsohn has written, "The Guide to Franchising."

The Franchise Advisory Centre, run by Mr. Stephen Morgan, is a private consultancy firm specialising in this area.

Mr. Morgan helps both individuals who are interested in using the franchise to start their own business and companies which want to use the system as a marketing strategy.

The main thing to watch for, he says, is that the underlying business is a workable concept.

"Franchising is no Aladdin's Lamp," he adds.

Roy Levine

Job, in its

SERVICEMASTER

Are the world's largest cleaning company, with over 1,500 branches servicing 5,000 locations daily.

Franchises are available throughout the U.K. and Europe.

We offer you with confidence an opportunity.

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FACT: All market trends point to increasing growth in European service industries

FACT: Cleaning is one of the fastest growing service industries

FACT: There is a higher rate of success in a franchise business than in an independent operation

FACT: ServiceMaster have run a successful franchise business for over 26 years and are active in 25 countries

FACT: Low investment, as little as £1,500, provides a good return on capital

FACT: Our comprehensive and continuing training has enabled men, from all walks of life, to succeed

Here is your opportunity to share in this tremendous market!

To get the facts write to: ServiceMaster (GB) Ltd., Granby Buildings, 41 Granby Street, Leicester LE1 6EE.

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Ralph Waldo Emerson, 1803-1882

Zockoll Group franchises have also proved tremendously successful in Germany and Belgium.

Franchisees of Zockoll Group companies are regarded more as partners and enjoy many benefits.

● Investment includes the specialised equipment needed and the training to use it.

● Backing by extensive advertising and promotions.

● Management back-up and marketing and operational support.

● The satisfaction of working for yourself and having complete control of your own profits.

If the prospect of running your own business excites you and you would like to know more of what the Zockoll Group of Companies can offer, write or phone John Gooderham, Director of Franchising, The Zockoll Group of Companies, 107 Mortlake High Street, London SW14. Tel: 01-876 4441



specialists in ethical franchising

THE NEW YORK TIMES, Monday, May 12, 1975																	
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